

**Argyll and Bute Council**  
**Comhairle Earra-Ghàidheal Agus Bhòid**

*Executive Director: Douglas Hendry*



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26 August 2021

## **NOTICE OF MEETING**

A meeting of the **ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE** will be held **BY MICROSOFT TEAMS** on **THURSDAY, 2 SEPTEMBER 2021** at **10:30 AM**, which you are requested to attend.

Douglas Hendry  
Executive Director

## **BUSINESS**

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS FOR INTEREST (IF ANY)**
- 3. MINUTES** (Pages 3 - 8)  
Environment, Development and Infrastructure Committee held on 3 June 2021
- 4. KEY PERFORMANCE INDICATORS FQ1 2021/22** (Pages 9 - 40)  
Report by Executive Director with responsibility for Customer Support Services
- 5. SERVICE ANNUAL PERFORMANCE REVIEWS 2020/21** (Pages 41 - 78)  
Report by Executive Director with responsibility for Customer Support Services
- 6. ROADS CAPITAL RECONSTRUCTION PROGRAMME UPDATE 2021/22**  
(Pages 79 - 84)  
Report by Executive Director with responsibility for Roads and Infrastructure
- 7. WINTER SERVICE POLICY 2021/22** (Pages 85 - 118)  
Report by Executive Director with responsibility for Roads and Infrastructure
- 8. FLOOD RISK MANAGEMENT UPDATE** (Pages 119 - 124)  
Report by Executive Director with responsibility for Roads and Infrastructure
- 9. CAMPBELTOWN FLOOD PROTECTION SCHEME** (Pages 125 - 128)  
Report by Executive Director with responsibility for Roads and Infrastructure

10. **TACKLING DIGITAL EXCLUSION IN ARGYLL AND BUTE** (Pages 129 - 148)  
Report by Executive Director with responsibility for Development and Economic Growth
  11. **TRANSFORMATIONAL PROJECTS & REGENERATION TEAM - LARGE SCALE PROJECT UPDATE REPORT** (Pages 149 - 164)  
Report by Executive Director with responsibility for Development and Economic Growth
  12. **PRIVATE SECTOR HOUSING GRANT UPDATE** (Pages 165 - 184)  
Report by Executive Director with responsibility for Development and Economic Growth
  13. **RAPID REHOUSING TRANSITION PLAN ANNUAL UPDATE** (Pages 185 - 222)  
Report by Executive Director with responsibility for Development and Economic Growth
  14. **STRATEGIC HOUSING FUND SCRUTINY REVIEW** (Pages 223 - 242)  
Recommendation from the Audit and Scrutiny Committee held on 15 June 2021
- REPORTS FOR NOTING**
15. **ROADS AND INFRASTRUCTURE EXTERNAL CONTRACTS** (Pages 243 - 246)  
Report by Executive Director with responsibility for Development and Infrastructure
  16. **ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE WORK PLAN** (Pages 247 - 250)

## **Environment, Development and Infrastructure Committee**

Councillor Rory Colville (Vice-Chair)	Councillor John Armour
Councillor Robin Currie (Chair)	Councillor Donald Kelly
Councillor David Kinniburgh	Councillor Roderick McCuish
Councillor Sir Jamie McGrigor	Councillor Jean Moffat
Councillor Aileen Morton	Councillor Gary Mulvaney
Councillor Alastair Redman	Councillor Alan Reid
Councillor Andrew Vennard	Councillor Anne Horn
Councillor Jim Lynch	Councillor Bobby Good

Contact: Hazel MacInnes Tel: 01546 604269

**MINUTES of MEETING of ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE  
COMMITTEE held in the SKYPE  
on THURSDAY, 3 JUNE 2021**

**Present:** Councillor Robin Currie (Chair)

Councillor Rory Colville	Councillor Aileen Morton
Councillor John Armour	Councillor Alastair Redman
Councillor Donald Kelly	Councillor Alan Reid
Councillor David Kinniburgh	Councillor Andrew Vennard
Councillor Roderick McCuish	Councillor Anne Horn
Councillor Sir Jamie McGrigor	Councillor Jim Lynch
Councillor Jean Moffat	Councillor Bobby Good

**Also Present:** Councillor Jim Findlay

**Attending:** Kirsty Flanagan, Executive Director  
Jim Smith, Head of Roads and Infrastructure Services  
Fergus Murray, Head of Development and Economic Growth  
Iain MacInnes, Digital Liaison Officer  
Stuart McLean, Committee Manager

**1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Gary Mulvaney.

**2. DECLARATIONS OF INTEREST**

Councillor Alan Reid declared a non-financial interest in item 7 of the agenda (Local Flood Risk Management – Draft Local Flood Risk Management Plans for Cycle 2) by virtue that he owns a property in an area proposed to be the subject of a flood study. He advised that he would leave the meeting during consideration of this item.

**3. MINUTES**

The Minutes of the meeting of the Environment, Development and Infrastructure Committee held on 4 March 2021 were approved as a correct record.

**4. PERFORMANCE REPORT FQ4 2020-21 - DEVELOPMENT AND ECONOMIC GROWTH & ROADS AND INFRASTRUCTURE SERVICES**

The Committee gave consideration to the Development and Economic Growth Services and Roads and Infrastructure Services performance report and associated scorecard for performance in financial quarter 4 2020-21.

**Decision**

The Environment, Development and Infrastructure Committee noted the content of the financial quarter 4 2020-21 scorecard as presented.

(Reference: Report by Executive Director with responsibility for Customer Support Services dated 20 April 2021, submitted)

## **5. ROADS CAPITAL RECONSTRUCTION PROGRAMME 2021/22**

The Committee gave consideration to a report providing details of the finalised roads reconstruction £10m programme for 2021/22.

### **Decision**

The Environment, Development and Infrastructure Committee -

1. Noted the content of the report.
2. Requested that a report be brought to a future meeting of the Committee providing detail on the number of contracts outsourced by the Council within the Argyll and Bute Council area; and the number of contracts the Council have pursued externally over the previous three year period.

(Reference: Report by Executive Director with responsibility for Roads and Infrastructure dated April 2021, submitted)

## **6. ELECTRIC VEHICLE CHARGING STRATEGY**

The Committee gave consideration to a report providing a further update on the development of a medium to long term future strategy for electric vehicle charging infrastructure across Argyll and Bute following on from the December 2020 update.

### **Decision**

The Environment, Development and Infrastructure Committee -

1. Noted the detail of Electric Vehicle Charging Strategy Part 1 Introduction and Cost Recovery Model at Appendix One of the submitted report.
2. Agreed the outline development methodology at Appendix Two of the submitted report.
3. Noted that more detailed discussions with members regarding potential sites in their areas at a Member Development Day would be held prior to a further report being considered at Committee before a consultation exercise.

(Reference: Report by Executive Director with responsibility for Roads and Infrastructure dated 13 April 2021, submitted)

Having previously declared an interest in the following item of business, Councillor Alan Reid left the meeting and took no part in the consideration of this item.

## **7. LOCAL FLOOD RISK MANAGEMENT - DRAFT LOCAL FLOOD RISK MANAGEMENT PLANS FOR CYCLE 2**

The Committee gave consideration to a report outlining the process that has been used to formulate the draft list of actions as worked up with Scottish Environment Protection Agency (SEPA) to address flood risk.

### **Decision**

The Environment, Development and Infrastructure Committee –

1. Agreed that the prioritised list of actions represents the Council's preferred order for dealing with flood risk, subject to funding being made available.
2. Noted the work undertaken to date in partnership with SEPA to allow SEPA to publish draft Flood Risk Management Strategy information for joint consultation on 30 July 2021.
3. Agreed to the publication of the potential Actions for the Local Flood Risk Management Plan for Highland and Argyll Local Plan District and Local Flood Risk Management Plan for Clyde and Loch Lomond Local Plan District on 30 July 2021, as shown in Appendix A to the submitted report.

(Reference: Report by Executive Director with responsibility for Roads and Infrastructure dated 10 May 2021, submitted)

Councillor Alan Reid re-joined the meeting at this point.

## **8. CAMPBELTOWN FLOOD PROTECTION SCHEME**

The Committee gave consideration to a report providing an update on the progress with the Campbeltown Flood Protection Scheme, including the funding position and making recommendations in order for the project to progress.

### **Decision**

The Environment, Development and Infrastructure Committee –

1. Approved the invitation to tender for the construction of the main flood scheme and supply and installation of property flood resilience measures.
2. Noted that a paper detailing the full Business Case would be brought back to the Committee in September 2021. Construction of the final scheme would be subject to approval of Full Business Case prior to tender award.

(Reference: Report by Executive Director with responsibility for Roads and Infrastructure dated 10 May 2021, submitted)

## **9. TACKLING DOG FOULING**

The Committee gave consideration to a report providing an update on the matter of dog fouling, the Council's available resource to manage this issue and promoting a social media campaign to educate irresponsible individuals who don't clean up after their dogs.

### **Decision**

The Environment, Development and Infrastructure Committee –

1. Welcomed and endorsed the ongoing work to help reduce dog fouling.
2. Approved the proposals to introduce a campaign around dog fouling.

3. Recognised that everyone has a part to play in the campaign, and noted that Councillor Robin Currie, as Committee Chair and Council Leader, will write to all community councils in Argyll and Bute and other partners seeking their assistance in this partnership approach.
4. Agreed the content of the dog fouling briefing and campaign posters in Appendix 1 of the submitted report, and instructed the production of additional posters for provision to community councils in order that the message is circulated even more widely across Argyll and Bute.

(Reference: Report by Executive Director with responsibility for Roads and Infrastructure dated April 2021, submitted)

## **10. TOWN CENTRE FUND UPDATE**

The Committee gave consideration to a report providing an update on Town Centre Capital Funding from Scottish Government.

### **Decision**

The Environment, Development and Infrastructure Committee noted the content of the report and that £1.685m had been fully committed to twenty-eight Town Centre projects.

(Reference: Report by Executive Director with responsibility for Development and Economic Growth dated 20 April 2021, submitted)

## **11. DIGITAL UPDATE**

The Committee gave consideration to a report providing an overview regarding the progress of the Scottish Government's Reaching 100% (R100) initiative.

### **Decision**

The Environment, Development and Infrastructure Committee –

1. Noted the progress of the R100 programme and delays that had hindered its progress and the measures Scottish Government had taken to mitigate these delays.
2. Agreed to pause further development of a bid to the Rural Gigabit Fund (renamed "Place") with the recommendation that these sites had been given early indication by Scottish Government officials that they were covered within the R100 Programme.

(Reference: Report by Executive Director with responsibility for Development and Economic Growth dated 28 April 2021, submitted)

## **12. WASTE STRATEGY UPDATE**

The Committee gave consideration to a report providing an update on the Waste Strategy Project.

### **Decision**

The Environment, Development and Infrastructure Committee –

1. Noted the content of the report and the progress made with the Scottish Government.
2. Noted the shortlist of projects for the Recycling Infrastructure Fund prepared by Officers.
3. Noted the successful joint procurement of a Residual and Bulky Waste Contract and further noted the new community benefits that had been secured as part of the successful joint procurement.
4. Noted the details of the high level Waste Strategy project timeline.
5. Endorsed that additional lobbying be taken forward at both a political and officer level with the Scottish Government to ensure that the biodegradable municipal waste (BMW) plan has no financial detriment to Argyll and Bute Council.

(Reference: Report by Executive Director with responsibility for Roads and Infrastructure dated 3 June 2021, submitted)

### **13. UPDATE ON STAYCATION PROPOSALS**

The Committee gave consideration to a report outlining the infrastructure to be put in place by the Council to assist in the recovery of the tourism industry and in anticipation of additional staycation pressures on local communities following the impact of the Covid-19 pandemic.

#### **Decision**

The Environment, Development and Infrastructure Committee noted the progress to date and that this is an evolving process with milestones throughout the year and beyond.

(Reference: Report by Executive Director with responsibility for Development and Economic Growth dated 11 May 2021, submitted)

### **14. COMMUNITY EMPOWERMENT (SCOTLAND) ACT 2015 - ALLOTMENTS WAITING LIST REGISTER**

A report providing an update on the actions that have been taken in response to the duties placed on the Council under Part 9 of the Community Empowerment (Scotland) Act 2015 was before the Committee for noting.

#### **Decision**

The Environment, Development and Infrastructure Committee noted the Allotments Waiting List Register update which reflects the duties placed on local authorities arising from Part 9 – Allotments, of the Community Empowerment (Scotland) Act 2015.

(Reference: Report by Executive Director with responsibility for Legal and Regulatory Support dated 23 April 2021, submitted)

### **15. ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE WORKPLAN**

The Environment, Development and Infrastructure Committee Workplan was before the Committee for noting.

**Decision**

The Environment, Development and Infrastructure Committee noted the content of the work plan.

(Reference: Environment, Development and Infrastructure Committee Workplan dated June 2021, submitted)



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**ARGYLL AND BUTE COUNCIL**

**ENVIRONMENT, DEVELOPMENT AND  
INFRASTRUCTURE COMMITTEE**

**CUSTOMER SUPPORT SERVICES**

**2 SEPTEMBER 2021**

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**KEY PERFORMANCE INDICATORS FQ1 2021/22 –  
DEVELOPMENT AND ECONOMIC GROWTH  
ROADS AND INFRASTRUCTURE SERVICES**

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## **1.0 EXECUTIVE SUMMARY**

- 1.1 The Council's Performance and Improvement Framework (PIF) sets out the presentation process for regular performance reporting. As a consequence of Covid-19 alternative options for each PIF activity have been agreed by the Strategic Management Team (SMT).
- 1.2 This paper presents the Environment, Development and Infrastructure (EDI) Committee with the FQ1 2021/22 performance reports for Development and Economic Growth and Roads and Infrastructure Services.
- 1.3 It is recommended that the EDI Committee reviews and scrutinises the FQ1 2021/22 Performance Report as presented.

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**ARGYLL AND BUTE COUNCIL**

**ENVIRONMENT, DEVELOPMENT AND  
INFRASTRUCTURE COMMITTEE**

**CUSTOMER SUPPORT SERVICES**

**2 SEPTEMBER 2021**

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**KEY PERFORMANCE INDICATORS FQ1 2021/22 –**

**DEVELOPMENT AND ECONOMIC GROWTH**

**ROADS AND INFRASTRUCTURE SERVICES**

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## **2.0 INTRODUCTION**

2.1. The Council's Performance and Improvement Framework (PIF) sets out the presentation process for regular performance reporting. As a consequence of Covid-19 alternative options for each PIF activity have been agreed by the Strategic Management Team (SMT).

2.1 This paper presents the Environment, Development and Infrastructure (EDI) with the FQ1 2021/22 Performance Reports for Development and Economic Growth and Roads and Infrastructure Services in a revised simplified format commensurate with the Covid-19 situation.

## **3.0 RECOMMENDATIONS**

3.1 That members review and scrutinise the FQ1 2021/22 Performance Reports as presented.

## **4.0 DETAIL**

4.1 As a consequence of Covid-19 the normal arrangements for members' scrutiny of performance has been suspended with an interim arrangement in place.

4.2 To ensure appropriate monitoring and scrutiny of performance management during the Council's Covid-19 response and recovery the SMT have agreed a Council-wide suite of 85 Success Measures (82 Success Measures plus 3 sub-measures).

These have been identified from the Service Plans as the Council's Key Performance Indicators (KPIs) for 2021/22.

The full list of all the KPIs, for all Strategic Committees is attached (appendix 1), the following is the full reporting profile of the KPIs –

- 47 Quarterly Measures for reporting every Financial Quarter
- 4 Annual Measures for reporting in FQ1 only
- 10 Annual Measures for reporting in FQ2 only
- 4 Annual Measures for reporting in FQ3 only
- 20 Annual Measures for reporting in FQ4 only

In line with the following schedule the relevant KPIs will be reported to quarterly to the appropriate Strategic Committees during 2021/22.

At the point of reporting some of the data for FQ1 2021/22 is currently unavailable. These KPIs will be updated in due course and reported in FQ2 2021/22. This applies to 9 KPIs which are detailed in Appendix 2.

Pyramid remains 'live' with all Success Measures aligned to Service Plans and updated as agreed.

- 4.3 Attached are the FQ1 2021/22 KPIs that are relevant to the EDI Committee (Appendix 3).
- 4.4 Simplifying and focusing the performance reports in this manner is a proactive approach to help minimise back office function/non-essential activities whilst maintaining a level of service that supports scrutiny, performance monitoring and out statutory duties.

## **5.0 IMPLICATIONS**

- 5.1 Policy: None
- 5.2 Financial: None
- 5.3 Legal: The Council has a duty to deliver best value under the Local Government in Scotland Act 2003
- 5.4 HR: None
- 5.5 Fairer Scotland Duty: None
  - 5.5.1 Equalities - protected characteristics: None
  - 5.5.2 Socio-economic Duty: None
  - 5.5.3 Islands: None
- 5.6 Risk: Ensures that all our performance information is reported in a balanced manner
- 5.7 Customer Service: None

**Kirsty Flanagan**

**Executive Director with responsibility for Customer Support Services**

**Policy Leads: Councillors David Kinniburgh, Gary Mulvaney, Robin Currie and Rory Colville.**

19 July 2021

**For further information contact:**

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**APPENDICES**

Appendix 1 – Full Suite of Council-Wide KPIs For 2021/22

Appendix 2 – Detail of KPIs with data currently unavailable

Appendix 3 – Key Performance Indicators for -

- Development and Economic Growth
- Roads and Infrastructure Services

## Number Of Success Measures: 85

BORef	Business Outcome	SM Code	Outcome success measures	Why measure this	Timescale
BO101	We ensure information and support is available for everyone	CSS101_01	Improve the current accuracy rate for registration of births, deaths and marriages by the Council's Registration Service.	This is a quality measure for our statutory Registration Service. We issue informative articles on Council services and achievements as well as the area overall. This supports the overall objective of attracting people to the area.	FQ2 Annually (in arrears)
		CSS101_02	Increase public use of corporate social media sites on three categories of information: council news, community success and general use.		Quarterly
		CSS101_03	Increase the percentage of telephone service enquiries received by Customer Service Centres that are dealt with at the first point of contact by the Customer Service Centre.		Quarterly
BO102	We provide support, prevention and opportunities to help people make better lifestyle choices	DEG102_01	Protecting health of our people through the delivery of the formally approved Joint Health Protection Plan. (2020-2022 plan)	To monitor progress against the plan, to target our own and, multiagency work with partners, and to take corrective actions where appropriate. We distribute as much of the Scottish Welfare Fund as we can to help vulnerable people. We also have a statutory duty to do this.	FQ4 Annually
		FIS102_01	Maximise distribution of Scottish Welfare Fund.		Quarterly
		FIS102_02	Scottish Welfare Fund claims processed promptly. (consists of two measures)		Monthly and Annually
		FIS102_03	Maximise distribution of Discretionary Housing Payment (DHP) fund.		FQ4 Annually
		FIS102_04	Process all new benefits claims or changes in circumstances promptly and accurately. (consists of 3 measures)		Monthly
		LRS102_01	Advice and assistance from Welfare Rights is provided to Clients to ensure they maximise their income.		Quarterly
BO103	We enable a choice of suitable housing options	DEG103_01	Number of new affordable homes completed per annum.	We aim to have a good supply of affordable housing across the area. This will help keep people in the area and attract inward migration. This is a core requirement of the Local Housing Strategy and Strategic Housing Investment Plan (SHIP).	FQ4 Annually

Appendix 1

BORef	Business Outcome	SM Code	Outcome success measures	Why measure this	Timescale
BO103	We enable a choice of suitable housing options	DEG103_02	The percentage of positive homeless prevention interventions (prevent 1).	We personalise preventative measures to help people access a housing option that meets their needs. This statutory measure recognises the importance to prevent homelessness.	Quarterly
		DEG103_03	The number of empty properties brought back in to use per annum.	We want to reduce homelessness, improve affordability and help prevent dereliction. We aim to do this by improving the housing supply.	FQ4 Annually
BO104	Our communities are protected and supported	CPD104_01	Number of capacity building support sessions held with community groups.	This measure also relates to the impact measures of increased confidence and effectiveness of community groups through support. The number of support sessions directly relates to the impacts.	Quarterly
		CPD104_02	The percentage of groups who say their effectiveness has increased as a result of capacity building by the team.	This provides an indication of strengthening and developing community groups. This information would be used in inspections of Community Learning and Development.	FQ4 Annually
		CPD104_03	The percentage of groups whose users say they have an increase in confidence or wellbeing.	This illustrates whether the delivery of capacity building support sessions is making a difference to individuals. This measure would be used in inspections of Community Learning and Development.	FQ4 Annually
		DEG104_01	Undertake an enforcement intervention programme to high risk premises in respect of environmental health, animal health and welfare and licensing standards.	High risk premises and activities with the area are proportionally targeted. If any issues are identified, then corrective action takes place.	Quarterly
		LRS104_01	Undertake visits to all premises identified as high risk on the Trading Standards database.	Monitoring high risk premises reduces the risk of incidents to the public and the Council. These visits are profiled to occur throughout the year and are prioritised over the low / medium risk premises.	Quarterly
BO105	Our natural and built environment is protected and respected	DEG105_01	Respond to Building Warrant applications within 20 days.	Providing a prompt service helps support the local economy. This national target allows us to benchmark our performance.	Quarterly
		DEG105_02	The percentage of building warrants and amendments issued within 6 days from receipt of all satisfactory information.	Providing a prompt service helps support the local economy. This national target allows us to benchmark our performance.	Quarterly
		DEG105_03	Increase the use of the Building Standards service towards it being self-funding.	Market the Building Standards service to provide income generation to assist with budget reconciliation and junior staff development.	Quarterly
BO106	Our looked after young people are supported by effective corporate parenting	EDU106_01	Increase positive destinations for our looked after children in Argyll and Bute.	To ensure that our looked after young people have the best transitions possible to equip them for post school life.	FQ3 Annually
		EDU106_02	Increase the percentage of successful examination presentations in levels 4 and 5 for Literacy and Numeracy by our senior phase pupils.	Increasing successful presentations to exams helps to ensure our young people have the skills for life, learning and work and move to a positive destination.	FQ2 Annually

Appendix 1

BORef	Business Outcome	SM Code	Outcome success measures	Why measure this	Timescale
BO106	Our looked after young people are supported by effective corporate parenting	EDU106_03	Maintain the low level of exclusion incidents experienced by our looked after children.	Low level of exclusions help to narrow the attainment and achievement gap between our care experienced young people and non care experienced young people.	Quarterly
		EDU106_04	Ensure there is a completed transition plan in place when a care experienced young person changes school / establishment	To improve the support for every looked after child the individual transition plan is implemented by staff.	Quarterly
		EDU106_05	Increase the percentage of our care experienced young people that have the recommended additional tracking and monitoring plans in place.	This is specific to each child and helps to support the child's educational journey.	Quarterly
BO107	The support and lifestyle needs of our children, young people, and their families are met	COM107_01	Provide quality meals within cost margins to all pupils.	All pupils have the opportunity for a nutritious, quality school meal.	Quarterly
		EDU107_01	Support the increase in the uptake of available Grants, Allowance and Entitlements.  Increase from 2018/19 baseline Clothing Grants Free School Meals Education Maintenance Allowance	To demonstrate the support that we are putting in to the most vulnerable families in the Authority to support children. This also maximises the Pupil Equity Fund allocation to schools through Scottish Government.	FQ2 Annually
		EDU107_02	A counselling service is available in all secondary schools.	This will provide support for mental health and wellbeing in our young people.	FQ4 Annually
		EDU107_03	All children and young people identified as requiring an adapted timetable will have a flexible learning plan put in place.	This ensures there is access to an appropriate curriculum for each child and young person that requires it.	FQ3 Annually
		EDU107_04	Maintain the percentage of 16-19 year olds in Argyll and Bute participating in education, training or employment.	It is important that our young people are getting the best possible opportunities to reach and maintain positive destinations.	FQ3 Annually
		EDU107_05	Maintain the percentage of all young people leaving school achieving a positive destination into further education, training or employment.	This demonstrates the high level of the number of our young people that achieve positive destinations. This gives an overall assessment of Young People in Argyll and Bute.	FQ2 Annually
BO108	All our children and young people are supported to realise their potential	CSS108_01	The percentage of Modern Apprentices that go on to a positive destination after completing the Argyll and Bute Council Modern Apprentice Programme.	We have created Modern Apprenticeship opportunities, it is important that we measure their success in terms of gaining work or further training as a result of our investment.	FQ4 Annually
		EDU108_01	Increase the uptake of wider achievement opportunities which complement traditional SQA awards and offer alternative ways to develop learning, life and work skills.	These opportunities help to improve the life chances of our young people and help them to achieve their positive destinations.	FQ2 Annually
		EDU108_02	The percentage of children that achieve their appropriate developmental milestones by Primary 1.	The measure demonstrates that children are given the best start possible.	FQ2 Annually
		EDU108_03	Maintain the percentage of primary pupils that become digital leaders.	To demonstrate that young people are gaining the widest opportunities to become successful learners in the 21 century through digital resources.	FQ3 Annually
		EDU108_04	Digital technology is used to deliver the curriculum wherever necessary as a cover for teacher vacancies or low rolls.	By making best use of digital technology also demonstrates the best use of staff across the area.	Quarterly

Appendix 1

BORef	Business Outcome	SM Code	Outcome success measures	Why measure this	Timescale
BO108	All our children and young people are supported to realise their potential	EDU108_05	All secondary establishments have a minimum of two (local community) business partners.	Working with business partners provides wider learning opportunities for pupils and demonstrates partnership working.	FQ2 Annually
BO109		EDU109_01	Maintain the number of adults engaged in community learning and development (CLD) employability programmes.	To provide opportunities for citizens within Argyll and Bute to be life long learners and increase employability chances.	FQ4 Annually
		EDU109_02	Increase the number of adults with Individual Learning Plans that identify and address employability barriers such as training needs and skills gaps.	Official data indicates there is a steady rise in the number of unemployed adults aged 50+ that require assistance in Argyll and Bute.	FQ4 Annually
BO110	We support businesses, employment and development opportunities	DEG110_01	The 12 month survival rate of new small and medium sized businesses.	We support new small and medium sized business start-ups during the difficult first 12 months by offering free, impartial and confidential advice. This is a key driver to growing our economy.	Quarterly
		DEG110_02	The number of new business start-ups supported.	Topical or legislative workshops and/or advisory support is offered to new business start-ups. The advice given is free, impartial and confidential. This is a key driver to growing our economy.	FQ4 Annually
		DEG110_03	The time it takes to determine 'local' planning applications is no longer than 10% above the National Average.	This indicates the efficiency of the Council's planning process. Prompt planning application decisions is a driver to support and help grow the local economy.	Quarterly
		FIS110_01	Increase the total value of rates (NDR) relief awarded.	Good practice to support local businesses as to their entitlement, by the end of March 2020 we have to publish the level of relief to businesses.	FQ4 Annually
		FIS110_02	Maintain the percentage of suppliers that are paid within 30 days.	Based on good practice and to best support small and medium size businesses who rely on cash flow.	Quarterly
		LRS110_01	Maintain the percentage of all Council spend that is either under a contract or a Service Level Agreement (SLA).	Public Sector bodies should have a contract in place for the majority of their spend. This provides effective spend management and illustrates value for money.	Quarterly
		LRS110_02	Maintain the percentage of local suppliers that benefit from the awards of contracts via the procurement portal.	This demonstrates the proportion of local businesses that benefit from contract awards thus supporting and growing the local economy.	Quarterly
		LRS110_03	Maintain the percentage of all Small Medium Enterprises (SMEs) that win Council contracts.	This illustrates the level of support given to Small or Medium Enterprises. This is also reported to the Scottish Government.	Quarterly
	LRS110_04	Increase the number of community benefits that are delivered through the contracts we award locally.	This demonstrates that community benefits are being delivered.	Quarterly	



Appendix 1

BORef	Business Outcome	SM Code	Outcome success measures	Why measure this	Timescale
BO111	We influence and engage with businesses and policy makers	DEG111_01	An enforcement intervention is performed in a consistent and fair manner with businesses fully supported throughout.	This is a requirement of the Scottish Government's Regulators Strategic Code. We seek feedback from our customers on a range of issues including fairness and officer behaviours. This is also essential evidence for the Customer Services Excellence award.	FQ2 & FQ4 Annually
BO112	Argyll and Bute is promoted to everyone	CSS112_01	Increase the use of #abplace2b and www.abplace2b.scot.	These budget-free marketing resources promote the area as a great place to live, work and visit. Increasing their use by ourselves and others is increasing the awareness of Argyll and Bute.	Quarterly
		DEG112_01	Deliver the Dunoon CARS (Conservation Area Regeneration Scheme) project.  Percentage of project delivery to date Total spend to date	This strategic development project is delivering Stronger Places. It focuses on delivering physical improvements and creating an outstanding built environment and a sense of place.	FQ1 2022/23
		DEG112_02	Deliver the Rothesay TH (Townscape Heritage) project.  Percentage of project delivery to date Total spend to date	This strategic development project is delivering Stronger Places. It focuses on delivering physical improvements and creating an outstanding built environment and a sense of place.	FQ4 2022/23
		DEG112_03	Deliver the Tarbert and Lochgilphead Regeneration Fund project.  Percentage of project delivery to date Total spend to date	This strategic development project is delivering Stronger Places. It focuses on delivering physical improvements and creating an outstanding built environment and a sense of place.	Quarterly
		DEG112_04	Deliver the Lochgilphead CARS (Conservation Area Regeneration Scheme) project.  Percentage of project delivery to date Spend to date	This strategic development project is delivering Stronger Places. It focuses on delivering physical improvements and creating an outstanding built environment and a sense of place.	FQ4 2024/25
		COM113_01	The percentage of operational buildings that are suitable for their current use.	This helps ensure property is safe and fit for purpose.	FQ2 Annually
		COM113_02	The percentage of internal floor area of operational buildings in satisfactory condition.	It is important to identify and monitor capital investment requirements. This helps ensure property is fit for purpose and helps budget allocation.	FQ2 Annually
		CSS113_01	Deliver the ICT and Digital Strategy Action Plan.	The actions delivered in the strategy ensure we continue to provide an efficient and effective ICT service to support the organisation.	FQ4 Annually
CSS113_02	Maintain the average time to resolve ICT incidents.	To support the Council to operate effectively and efficiently and any unforeseen ICT incidents are resolved as quickly as possible.	Quarterly		

Appendix 1

BORef	Business Outcome	SM Code	Outcome success measures	Why measure this	Timescale
BO113	Our infrastructure is safe and fit for the future	RIS113_01	There are no 'avoidable' weight restrictions in place on our roads and bridges.	Weight restrictions can have a negative effect on the communities, businesses and tourism therefore no weight restrictions will be placed on roads if there is no alternative routes or if there is a local need for unrestricted vehicular access.	Quarterly
		RIS113_02	The percentage of roads in need of maintenance as defined by the annual survey.	A safe and reliable road network is a key requirement to ensure our communities, businesses and the tourist sector can thrive. The Road Condition Index (RCI) is a set of indicators used across the whole of Scotland for the local road network.	FQ4 Annually
		RIS113_03	The percentage of the top priority routes that receive winter weather treatment that are completed on time (Winter Maintenance operations).	To keep our road network safe and connected we strive to ensure that all top priority routes receive appropriate and timely winter weather treatment.	Quarterly
		RIS113_04	The percentage of Class 1 potholes that are repaired within 36 hours.	Robust pot hole repairs help keep our communities and roads safe. Insurance claims against the council are also kept to a minimum whereby reducing avoidable spend.	Quarterly
		RIS113_05	The percentage of street lighting fault repairs are completed within 10 working days.	Robust street lighting repairs help keep our communities and roads safe.	Quarterly
BO114	Our communities are cleaner and greener	RIS114_01	The percentage of waste that is recycled, composted or recovered.	We aim to reduce the amount of material going to landfill. Managing the percentage of waste that is recycled, composted or recovered helps to better understand landfill trends and, where possible, apply interventions to increase diversions from landfill.	Quarterly
		RIS114_02	The number of tonnes of waste sent to landfill.	The quarterly Biodegradable Municipal Waste (BMW) to landfill figure is measured by Scottish Environmental Protection Agency (SEPA) and is also a useful indicator of the volume of material going to landfill versus the volume of recycled material. The trea	Quarterly
		RIS114_03	Percentage of street cleanliness.	Measured by Keep Scotland Beautiful to ensure that our local environment in kept clean and tidy.	Quarterly
BO115	We are efficient and cost effective	CSS115_01	Increase the percentage of all Self-Service and automated contacts.	Increasing the volume of self-service and automated contacts reduces the use of other higher cost channels and improves our efficiency.	Quarterly
		EDU115_01	Our Grant spend is maximised: Gaelic Grant Glaif Looked After Children Attainment funding Scottish Attainment Challenge	Attainment and achievement for our children and young people can be supported if available and entitled grants are maximised.	Quarterly

Appendix 1

BORef	Business Outcome	SM Code	Outcome success measures	Why measure this	Timescale
BO115	We are efficient and cost effective	FIS115_01	The agreed audit plan is delivered.	The agreed audit plan provides assurance that our processes and procedures are thorough.	Quarterly
		FIS115_02	Maintain the high rate of collecting Non-Domestic Rates (NDR).	It is important that all local taxes due are collected. We also submit our performance to the Scottish Government.	Quarterly
		FIS115_03	Maintain the high rate of collecting Council Tax.	It is important that all local taxes due are collected.	Quarterly
		LRS115_01	The percentage of complaints that are resolved at Stage 1 (within 5 working days).	This illustrates the majority of our complaints are resolved at Stage 1.	Quarterly
		LRS115_02	The percentage of Freedom of Information requests that are responded to within timescales.	This illustrates our compliance to the statutory Freedom of Information requirement.	Quarterly
		LRS115_03	The percentage of subject access requests that are responded to within the Data Protection Act timescales.	This illustrates our compliance to the statutory Data Protection Act requirement.	Quarterly
BO116	We engage and work with our customers, staff and partners	RIS115_01	Percentage of bins collected on time.	The percentage of bins collected on time is something which our communities tell us is important.	Quarterly
		A variety of important measures sit within this Business Outcome. They are routinely monitored and reported on at the appropriate boards and committees.			
BO116		CPD116_01	The information provided to our community groups, individuals and partners is easy to understand.	It is very important that this information is clear and inclusive. This information includes notifications of training opportunities, funding, general advice, signposting to other organisations, and information on legislation relating to community planning.	FQ2 Annually
		CPD116_02	All issues raised at Area Community Planning Groups are considered and responded to by the Management Committee.	It is important for all matters raised to be appropriately considered and responded to.	FQ4 Annually
BO117	We encourage creativity and innovation to ensure our workforce is fit for the future	CSS117_01	The percentage of delegates who have reported an increase in their knowledge and/or confidence following completion of the Argyll and Bute Manager Programme.	It is important that the investment in the Argyll and Bute Manager Programme delivers the expected and effective outcomes.	FQ4 Annually
		CSS117_02	The percentage of responders who agree that our corporate training courses have met their learning needs.	Corporate training has to meet the needs of the learners and the organisation. This informs the training programme content ensuring training remains appropriate.	Quarterly
		EDU117_01	Increase the percentage of our early years workers who have gained or are working towards professional qualifications.	To ensure effective delivery of 1140hrs for our children and to ensure our workforce are appropriately qualified to work with them.	FQ4 Annually
		EDU117_02	Provide 6 probationer virtual learning days to our probationer teachers.	To continue and support the professional learning journey of our probationer teachers.	FQ1 Annually
		EDU117_03	The percentage of new head teachers who have or are working towards the statutory headship qualification.	To ensure our head teachers have the appropriate leadership skills to lead our establishments and enhance education provision and outcomes for our children and young people.	FQ1 Annually

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### FQ1 2021/22 – KPIs with no data for reporting

**CPD104\_01 Number of capacity building support sessions held with community groups.**

**CSS101\_01 Improve the current accuracy rate for registration of births, deaths and marriages by the Council's Registration Service.**

*This is an annual Measure but it looks back retrospectively to the registrations completed in 2020 as the accuracy is determined by independent inspection by National Records of Scotland. They are still doing that inspection so this figure is still the one from 2019. As soon as NRS complete their audit and publish the figure this metric will be updated.*

**DEG110\_01 The 12 month survival rate of new small and medium sized businesses.**

*The data is still unavailable. An update on current status and future plans for survival monitoring has been requested. The survival rate of new SME businesses is monitoring activity undertaken by the Business Gateway National Unit (BGNU), COSLA.*

Collection of survival data has been resumed and is now being analysed. A full year's worth of data should be available for 12 and 36 month survival.

**LRS104\_01 Undertake visits to all premises identified as high risk on the Trading Standards database.**

*No high risk routine inspections were scheduled in FQ1. High risk visit will recommence in July. Visit have taken place for Covid enforcement purposes only.*

**LRS110\_01 Maintain the percentage of all Council spend that is either under a contract or a Service Level Agreement (SLA).**

*The financial spend information is not yet available from our national spend database. This is due to be available at the end of July, which will then allow the appropriate reports to be run and report the FQ1 spend in FQ2.*

**LRS110\_04 Increase the number of community benefits that are delivered through the contracts we award locally.**

*To improve reporting this measure is currently being reviewed. Going forward the measure will better reflect the volume and variety of community benefits that are being delivered through the contracts we award. This measure will be reported on in FQ2.*

**LRS115\_01 The percentage of complaints that are resolved at Stage 1 (within 5 working days).**

*The reports are run at the start of the second month after the quarter end. As with FOIs, Subject Access Requests and Stage 2 complaints it is normally the following month before the data is available. This will be reported in FQ2.*

**LRS115\_02 The percentage of Freedom of Information requests that are responded to within timescales.**

*The reports are run at the start of the second month after the quarter end. As with Subject Access Requests and Stage 1 and 2 complaints it is normally the following month before the data is available. This will be reported in FQ2.*

Appendix 2

**LRS115\_03 The percentage of subject access requests that are responded to within the Data Protection Act timescales**

*The reports are run at the start of the second month after the quarter end. As with FOIs and Stage and 2 complaints it is normally the following month before the data is available. This will be reported in FQ2.*

Delivering Our Outcomes – This highlights past performance as illustrated through our Key Performance Indicators (KPIs)

### KEY TO SYMBOLS

**R** Indicates the performance has not met the expected Target

**G** Indicates the performance has met or exceeded the expected Target

   The Performance Trend Arrow indicates the direction of travel compared to the last performance reporting period

**DELIVERING OUR OUTCOMES – OUR KEY PERFORMANCE INDICATORS**

**Indicator: DEG103\_02 The percentage of positive homeless prevention interventions (prevent 1).**

**Why measure this? We personalise preventative measures to help people access a housing option that meets their needs. This statutory measure recognises the importance to prevent homelessness.**

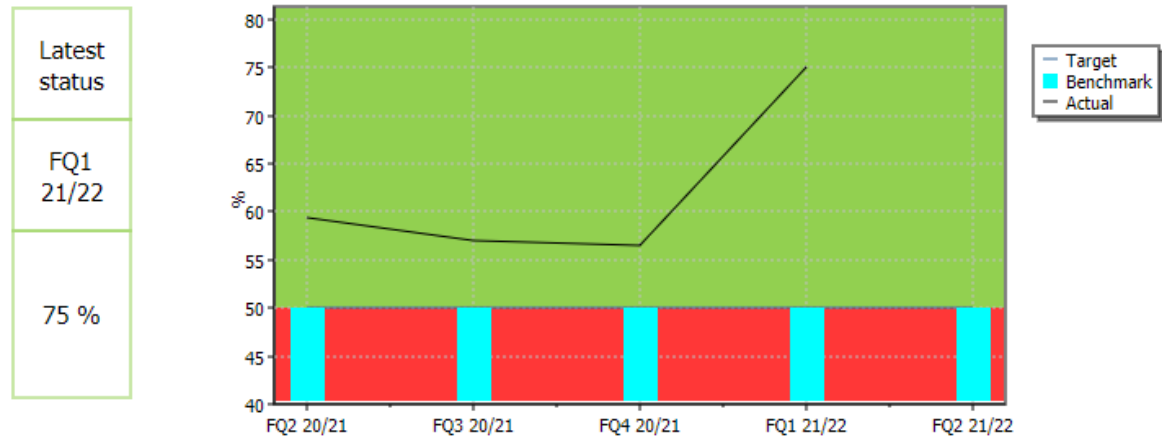
**Commentary:** This target is focused on the effective prevention work carried out by Housing staff and during the period of the Covid-19 pandemic the Housing Service has continued to provide housing advice and assistance via a virtual service.

During quarter 1 this has resulted in positive interventions for 75% of households seeking advice. Of the remaining 25%: 22% made a homeless application and 3% lost contact.

Positive interventions by Housing staff enabled 198 (87%) of households to remain in their own accommodation, 20 households (9%) secured an RSL tenancy and 9 (4%) secured a private tenancy. Overall, Cowal recorded the highest number of households (25) requiring to make a homeless application. This was 17% of households seeking advice within this area. Number of homeless applications in other areas were: Helensburgh & Lomond – 7 (22%) of households seeking advice within this area Oban, Lorn and the Isles – 18 (25%) of households seeking advice within this area Mid Argyll, Kintyre and Islay – 15 (48%) of households seeking advice within this area

**This indicator is above target and performance has improved since the last reporting period**

<b>TARGET FQ1</b> 50%	<b>ACTUAL FQ1</b> 75% <b>G</b>	<b>BENCHMARK</b> Local Housing Strategy: 50%	<b>PERFORMANCE</b> ↑
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**DELIVERING OUR OUTCOMES – OUR KEY PERFORMANCE INDICATORS**

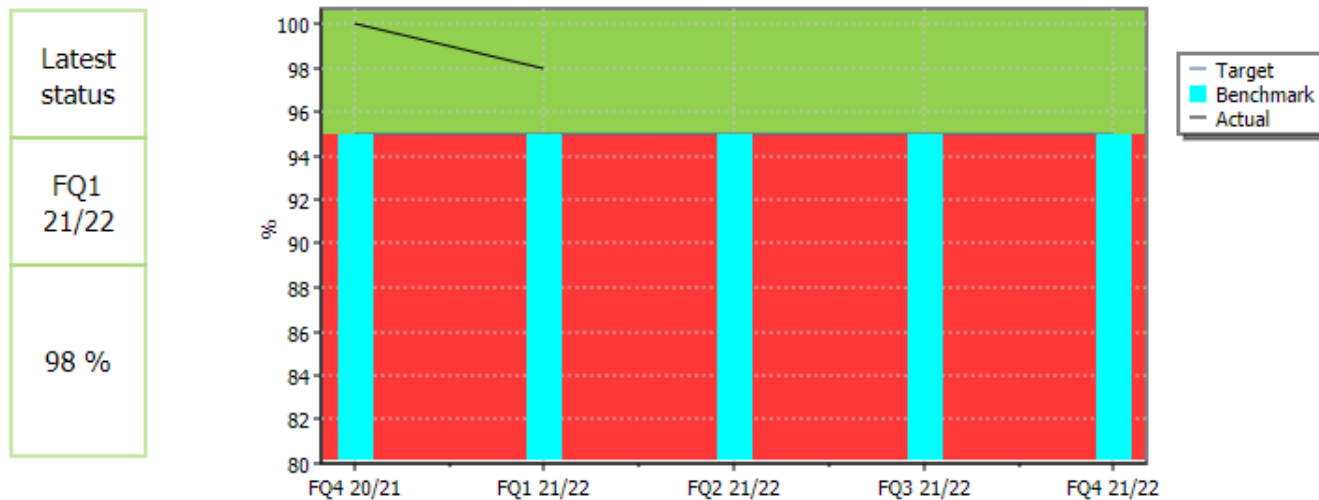
**Indicator: DEG104\_01 Undertake an enforcement intervention programme to high risk premises in respect of environmental health, animal health and welfare and licensing standards.**

**Why measure this? High risk premises and activities with the area are proportionally targeted. If any issues are identified, then corrective action takes place.**

**Commentary:** As a result of Covid, our planned high risk intervention programme was halted and we have focused on COVID related priorities. This included business sectors depending on the restrictions, food related work associated with EU exit and exports and continued focus on animal livestock markets. In quarter 1, we have reinstated high risk animal health inspection, our private water supply monitoring programme, although our key priority has been to target businesses which were reopening and posed a high risk in terms of public health or COVID risk. We are working to restart our food programme with a target date of the 1st September 2021, although food enforcement work is being carried out to a variety of different business and those in the export market associated with export health certification, attestations, and responding to food incidents or intelligence.

**This indicator is above target however performance has decreased since the last reporting period**

<b>TARGET FQ1</b> 95%	<b>ACTUAL FQ1</b> 98% <b>G</b>	<b>BENCHMARK</b> Internal benchmark: 95%	<b>PERFORMANCE</b> ↓
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Latest status

FQ1 21/22

98 %


**DELIVERING OUR OUTCOMES – OUR KEY PERFORMANCE INDICATORS**

**Indicator: DEG105\_01 Respond to Building Warrant applications within 20 days.**

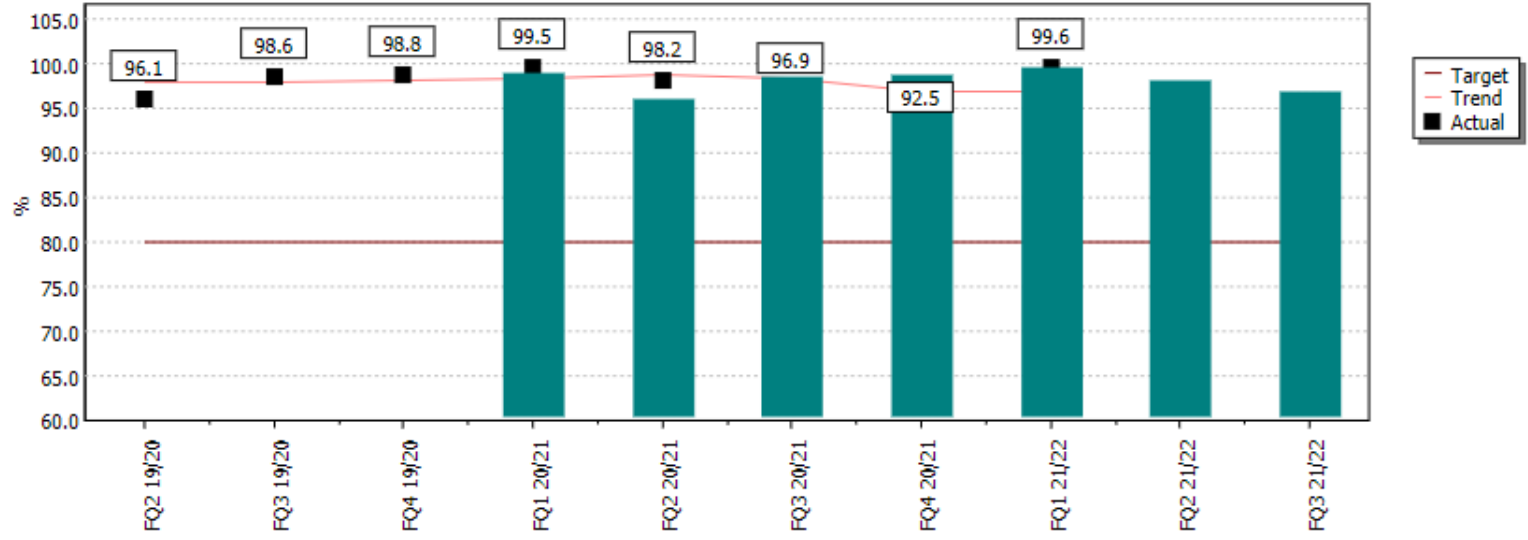
**Why measure this? Providing a prompt service helps support the local economy. This national target allows us to benchmark our performance.**

**Commentary:** Performance in quarter 1 has been very good with 99.6% of building warrant applications being responded to within 28 days. This is testament to the team, who have been operating throughout quarter 1 with reduced levels of staffing. Working as a team, sharing workload, and a reduction in warrant applications, assisted us in attaining high levels of performance in quarter 1 for this measure, although other measures have suffered where there was a need for site visits. Building warrant numbers have reduced, but there is an increase in the number of applications for completion certificates which is placing a burden on the team. The use of remote verification inspections, together with easing of lockdown is assisting, although there may be some delays as there is difficulties accessing Mull, as the ferries are over booked. • Reduced staffing levels have amplified the pressure on the teams, however we have managed to reallocate work to the other area teams. Glad to say that the Building Standards team have risen to the occasion although we have had to pause our commercial work with East Lothian Council until we are better resourced. (This has now started late June).

**This indicator is above target and performance has improved since the last reporting period**

<p align="center"><b>TARGET FQ1</b> 80%</p>	<p align="center"><b>ACTUAL FQ1</b> 99.6% <b>G</b></p>	<p align="center"><b>BENCHMARK</b> FQ1 2020/21: 99.5% Previous quarter performance</p>	<p align="center"><b>PERFORMANCE</b> </p>

Latest status  
FQ1 21/22  
99.6 %



**DELIVERING OUR OUTCOMES – OUR KEY PERFORMANCE INDICATORS**

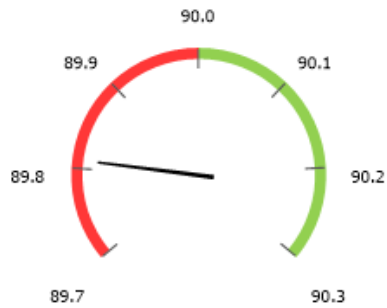
**Indicator:** DEG105\_02 The percentage of building warrants and amendments issued within 6 days from receipt of all satisfactory information.

**Why measure this?** Providing a prompt service helps support the local economy. This national target allows us to benchmark our performance.

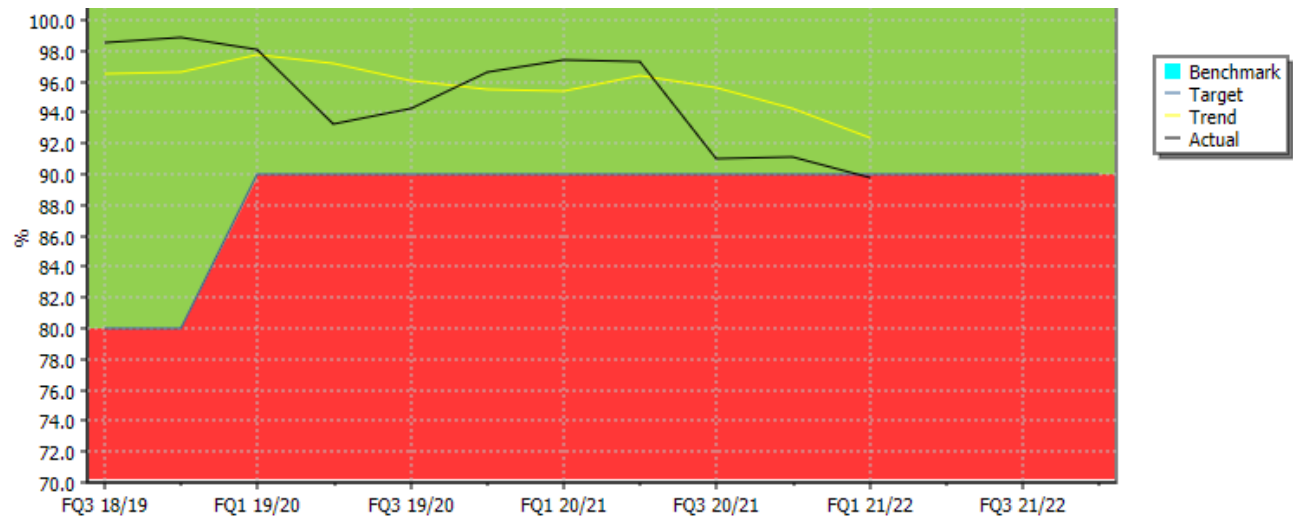
**Commentary:** This measure is marginally below the 90% target with 89.8% met in FQ1. However, although the performance of this measure is slightly below target. This is the first time the target has been missed in 6 years and can be attributed to reduced staff resources due to a combination of long-term sick leave, annual leave and vacancies during this period. We are currently in the process of recruiting, additionally staff are also returning after long-term absence.

**This indicator is below target and performance has decreased since the last reporting period**

<b>TARGET FQ1</b> 90%	<b>ACTUAL FQ1</b> 89.8% <b>R</b>	<b>BENCHMARK</b> National benchmark: TBC	<b>PERFORMANCE</b> ↓
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89.8 %  
DEG105\_02-The Percentage Of Building Warrants And Amendments Issued Within 6 Days From Receipt Of All Satisfactory Information (Actual, FQ1 21/22)




**DELIVERING OUR OUTCOMES – OUR KEY PERFORMANCE INDICATORS**

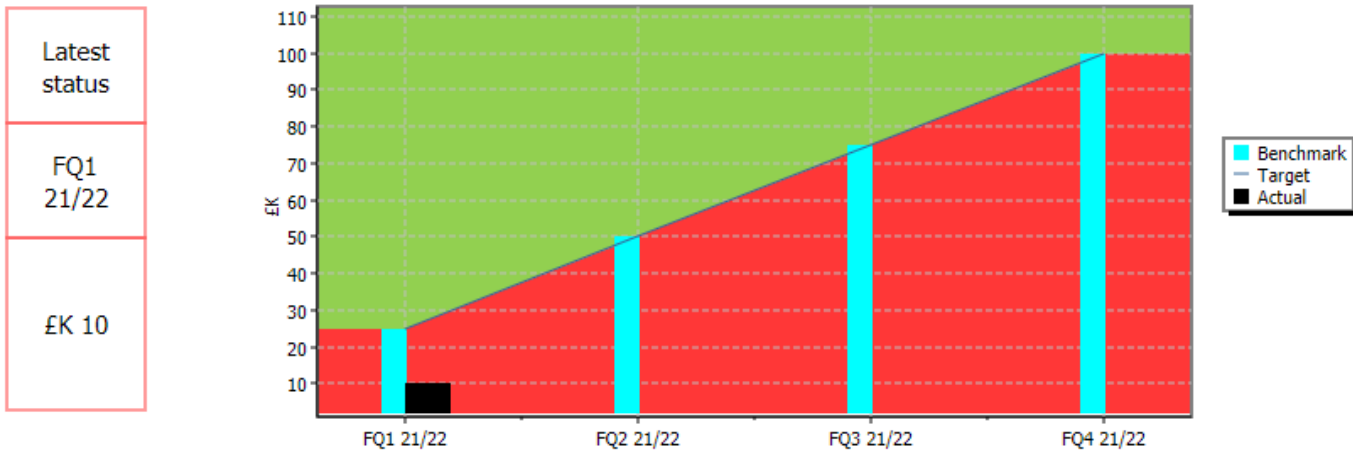
**Indicator:** DEG105\_03 Increase the use of the Building Standards service towards it being self-funding.

**Why measure this?** Market the Building Standards service to provide income generation to assist with budget reconciliation and junior staff development.

**Commentary:** Budget: Income levels are higher than 20/21 but are 14% down from 2019/20 figures with £122,796 to date in 21/22. The market is still affected by the impact of COVID and the increasing costs in materials. This is impacting on the number of warrants with some projects being delayed due to costs or availability of produce. There has been an increase in the applications for completion certificates, as the industry finishes jobs which had been delayed due to COVID. Commercial income from other authorities has stopped with only one authority, East Lothian, continuing to use our services. The number of warrants from ELC varies and we had to pause this work for 6 weeks, due to our own resourcing issues. This is now re-established. The budget in 21/22 will be a challenge against the current economic situation and we are considering other ways of increasing our income or reducing our costs.

**This indicator is below target and performance has decreased since the last comparable reporting period**

<p align="center"><b>TARGET FQ1</b>  <b>£25K FQ1</b>  <b>£100k annually profiled quarterly</b></p>	<p align="center"><b>ACTUAL FQ1</b>  <b>£10k</b>  <b>R</b></p>	<p align="center"><b>BENCHMARK</b>  <b>Previous years performance: FQ1 £0K</b></p>	<p align="center"><b>PERFORMANCE</b>  </p>
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**DELIVERING OUR OUTCOMES – OUR KEY PERFORMANCE INDICATORS**

**Indicator: DEG112\_03 Deliver the Tarbert and Lochgilphead Regeneration Fund project.**

**Percentage of project delivery to date**

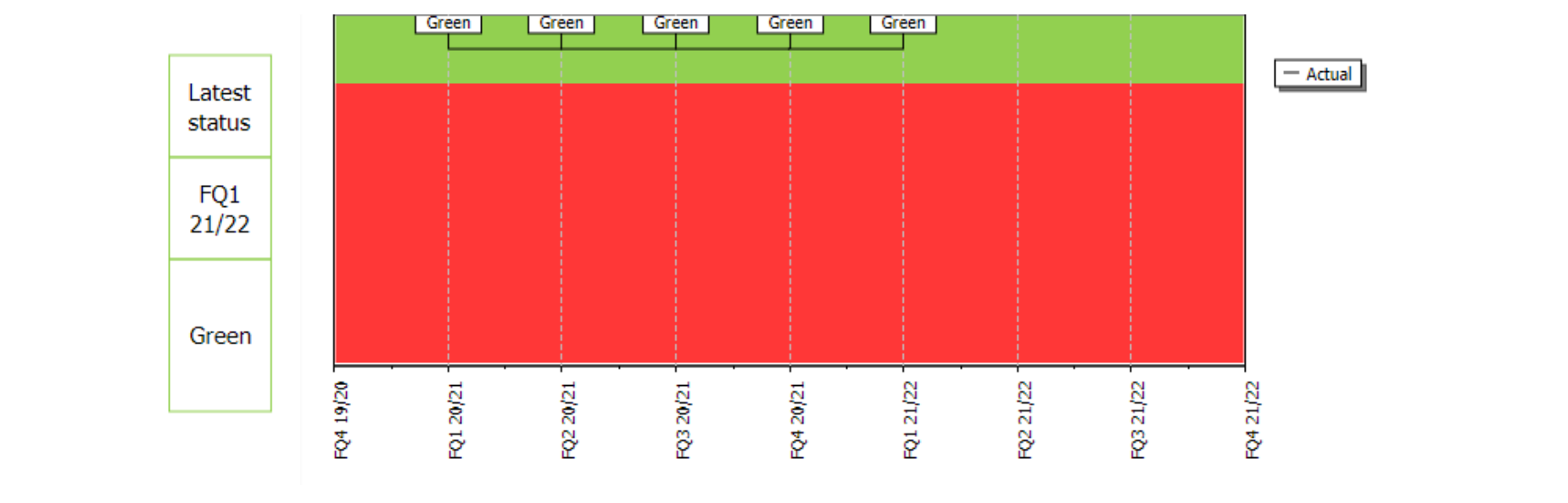
**Total spend to date**

**Why measure this? This strategic development project is delivering Stronger Places. It focuses on delivering physical improvements and creating an outstanding built environment and a sense of place.**

**Commentary:** Lochgilphead Front Green - Following the contract being let to Hawthorn Heights Limited for the main works to the Front Green works have now started on site. Contract end is January 2022. Ardrishaig North Public Realm - Awaiting planning consent and formal application being submitted to Sustrans (Sustainable Transport) for funding, decision will be know end of July. Tender will not be issued until decision is known on funding. Gleaner Phase 2 - Discussions on going with Scottish Canals

**This indicator is above target with no change in performance since the last reporting period**

<p><b>TARGET FQ1</b> 70% delivery complete Budget - On Track</p>	<p><b>ACTUAL FQ1</b> On Track <b>G</b></p>	<p><b>BENCHMARK</b> No benchmark</p>	<p><b>PERFORMANCE</b> ➔</p>
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Delivering Our Outcomes – This highlights past performance as illustrated through our Key Performance Indicators (KPIs)

## KEY TO SYMBOLS

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**G** Indicates the performance has met or exceeded the expected Target

   The Performance Trend Arrow indicates the direction of travel compared to the last performance reporting period

**DELIVERING OUR OUTCOMES – OUR KEY PERFORMANCE INDICATORS**

**Indicator: RIS113\_01** There are no 'avoidable' weight restrictions in place on our roads and bridges.

**Why measure this?** Weight restrictions can have a negative effect on the communities, businesses and tourism therefore no weight restrictions will be placed on roads if there is no alternative routes or if there is a local need for unrestricted vehicular access.

**Commentary:** Bridge Inspections are on a rolling 24 monthly programme – current period started in FQ1 2020. In FQ1 504 bridge inspections were carried out. Targets are below: FQ1 = 496 (cumulative total) FQ2 = 647 (cumulative total) FQ3 = TBC (once FQ2 is entered) FQ4 = TBC (once FQ3 is entered)

**This indicator is above target with no change in performance since the last reporting period**

TARGET FQ1	ACTUAL FQ1	BENCHMARK	PERFORMANCE
100%	100% <b>G</b>	2020/21: TBC 2019/20:100%	<b>➔</b>

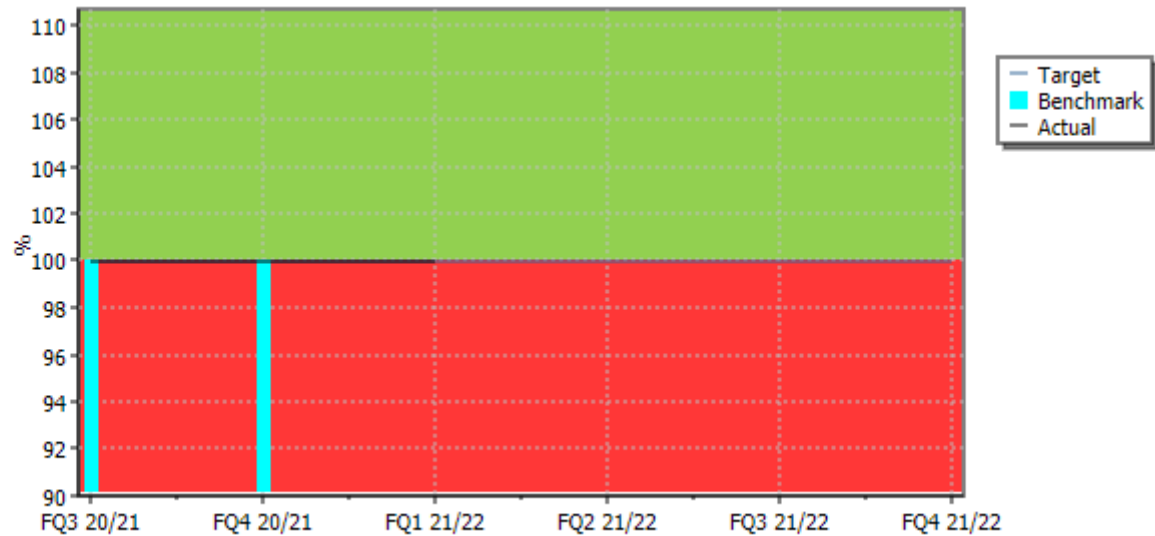
Latest status

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FQ1 21/22

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100 %





**DELIVERING OUR OUTCOMES – OUR KEY PERFORMANCE INDICATORS**

**Indicator: RIS113\_03** The percentage of the top priority routes that receive winter weather treatment that are completed on time (Winter Maintenance operations).

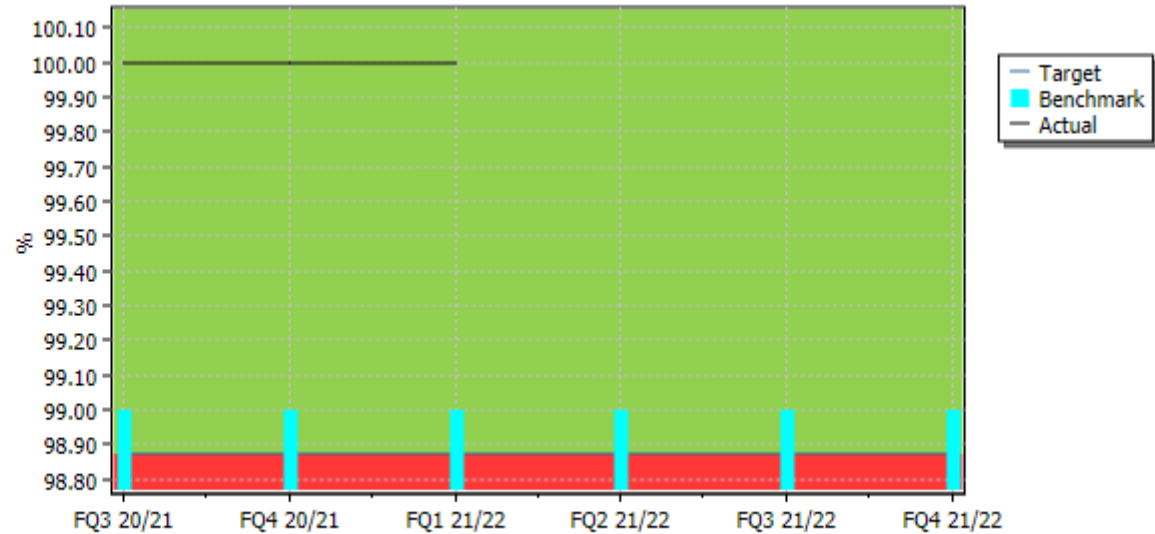
**Why measure this?** To keep our road network safe and connected we strive to ensure that all top priority routes receive appropriate and timely winter weather treatment.

**Commentary:** FQ1 does not normally cover winter maintenance. There was no winter maintenance action needed during FQ1.

This indicator is above target with no change in performance since the last reporting period

<b>TARGET FQ1</b> 99.87%	<b>ACTUAL FQ1</b> 100% <b>G</b>	<b>BENCHMARK</b> APSE Family Group Average: 99%	<b>PERFORMANCE</b> ➔
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Latest status
FQ1 21/22
100.00 %



DELIVERING OUR OUTCOMES – OUR KEY PERFORMANCE INDICATORS

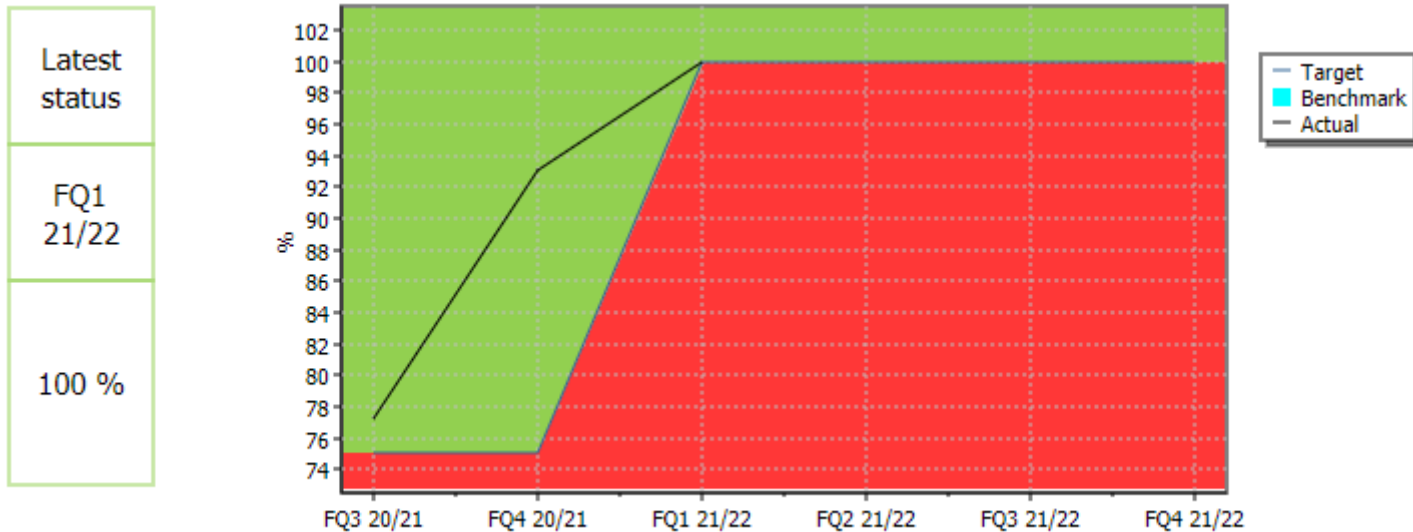
**Indicator: RIS113\_04** The percentage of Class 1 potholes that are repaired within 36 hours.

**Why measure this?** Robust pot hole repairs help keep our communities and roads safe. Insurance claims against the council are also kept to a minimum whereby reducing avoidable spend.

**Commentary:** There were no "Class 1" potholes recorded on the network in FQ1 that required mobilisation and treatment within 36hrs. For information – during FQ1 there was a total of 645 pothole instructions active on the system, 28 of these were within timescale for completion in July. Of the 613 remaining, 600 were completed in the period.

**This indicator is above target and performance has improved since the last reporting period**

TARGET FQ1	ACTUAL FQ1	BENCHMARK	PERFORMANCE
100%	100%	2020/21: TBC	↑



**DELIVERING OUR OUTCOMES – OUR KEY PERFORMANCE INDICATORS**

**Indicator: RIS113\_05 The percentage of street lighting fault repairs are completed within 10 working days.**

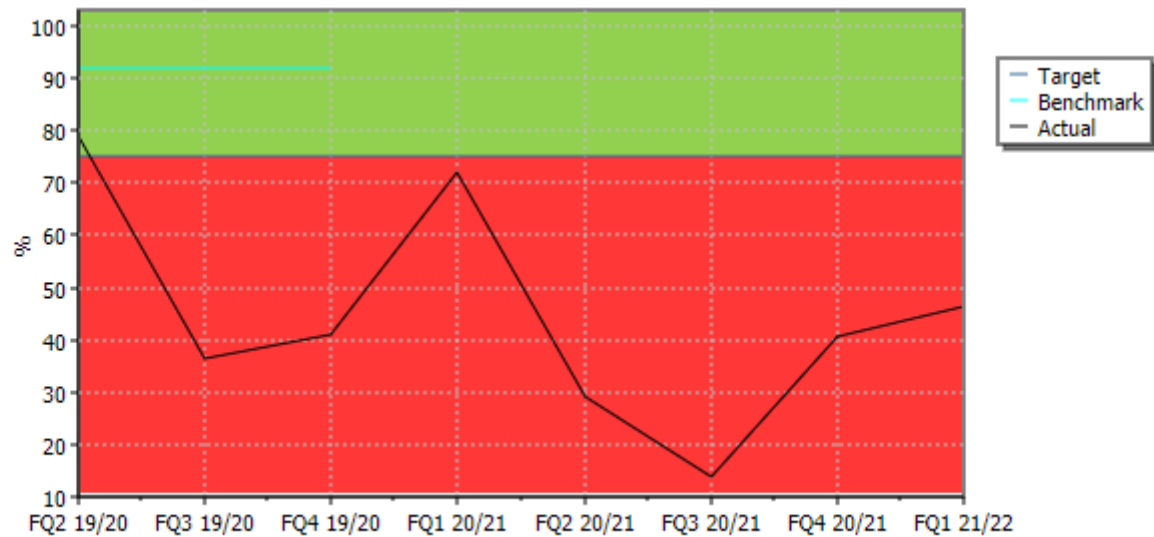
**Why measure this? Robust street lighting repairs help keep our communities and roads safe.**

**Commentary:** Whilst the performance in FQ1 is an improvement from FQ4 the service acknowledges that performance is still below target and is continuing to work with the action plan that was implemented to improve performance. The service has introduced a Street Lighting Service Disruption page onto our Website and identified an issue with the Asset Management system (LMS) which does not automatically provide updates to customers reporting faults on our street lighting Network. We have been working with staff in the contact centre and RIS Administration to pick up updates from LMS and add these to Oracle to ensure better updates are being received. The team are holding regular Network and Operational Meetings to provide staff with support and highlight areas for improvement, this is being managed with a set of actions in the improvement plan. The team have now recruited an electrician in the Helensburgh area which should improve repair timescales.

**This indicator is below target however performance has improved since the last reporting period**

<b>TARGET FQ1</b> 75%	<b>ACTUAL FQ1</b> 46% <b>R</b>	<b>BENCHMARK</b> 2020/21: TBC 2019/20: avg. 41%	<b>PERFORMANCE</b> ↑
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Latest status
FQ1 21/22
46 %



**DELIVERING OUR OUTCOMES – OUR KEY PERFORMANCE INDICATORS**

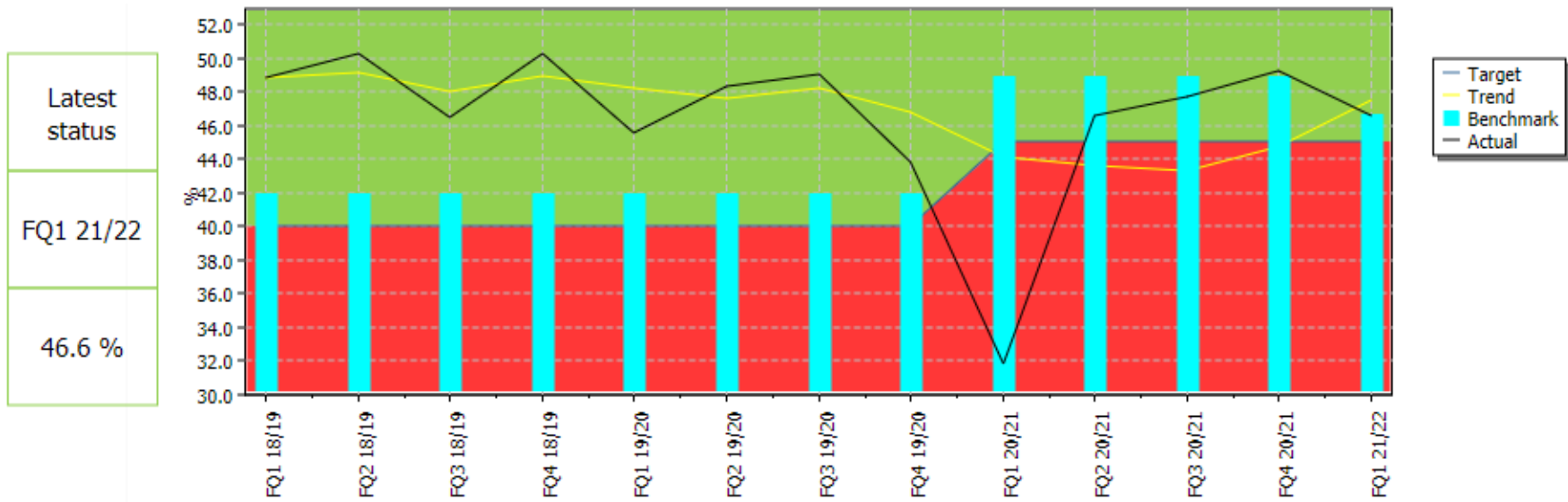
**Indicator: RIS114\_01** The percentage of waste that is recycled, composted or recovered.

**Why measure this?** We aim to reduce the amount of material going to landfill. Managing the percentage of waste that is recycled, composted or recovered helps to better understand landfill trends and, where possible, apply interventions to increase diversions from landfill.

**Commentary:** 46.6% recycling, composting and recovery (35.0% recycling/composting plus 11.6% recovery). FQ1 percentages in this quarter at more normal levels compared to April-June 2020 when council kerbside recycling services suspended and recycling/civic amenity sites were closed during the early months of Pandemic.

**This indicator is** This indicator is above target however performance has decreased since the last reporting period

TARGET FQ1	ACTUAL FQ1	BENCHMARK	PERFORMANCE
45%	46.6% <b>G</b>	2019/20 actual: 46.7% 2018/19 actual: 48.9%	↓




**DELIVERING OUR OUTCOMES – OUR KEY PERFORMANCE INDICATORS**

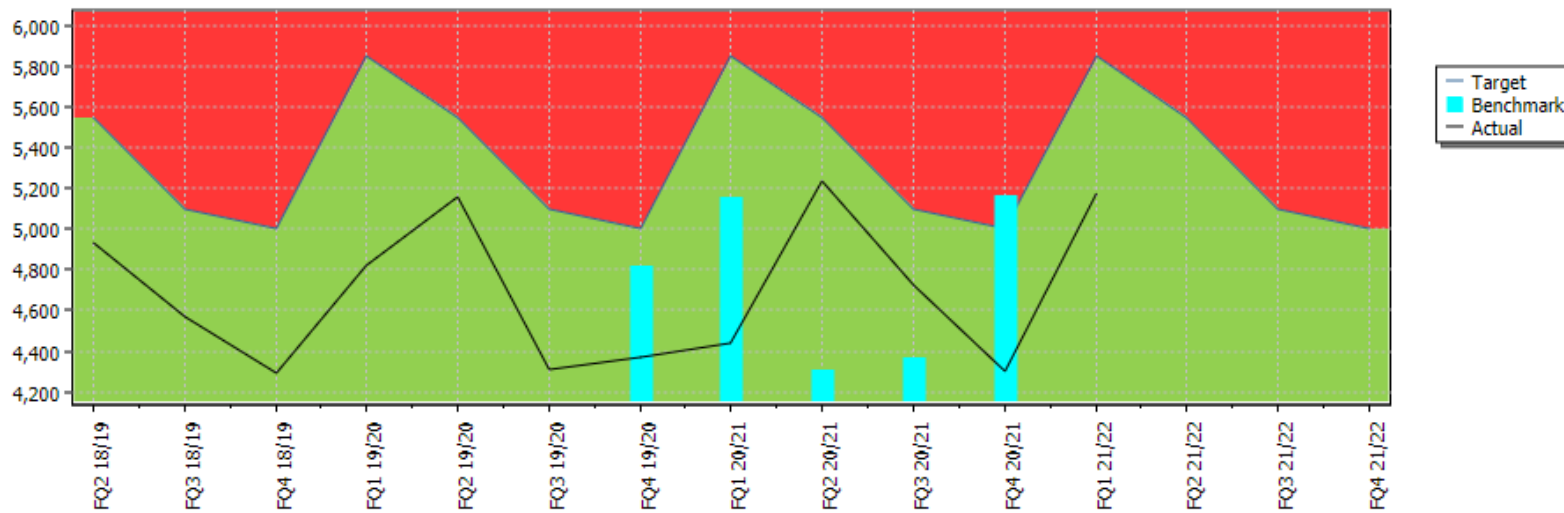
**Indicator: RIS114\_02** The number of tonnes of waste sent to landfill.

**Why measure this?** The quarterly Biodegradable Municipal Waste (BMW) to landfill figure is measured by Scottish Environmental Protection Agency (SEPA) and is also a useful indicator of the volume of material going to landfill versus the volume of recycled material. The treatment of this material will need to change as part of the Council's Waste Strategy and Scottish Government's Biodegradable Municipal Waste (BMW) Landfill Ban.

**Commentary:** Tonnes of biodegradable waste to landfill within limit. Overall tonnage in this quarter higher than in Apr-June quarter in 2020, however tonnages dropped sharply then during first Covid-19 lockdown with no tourists visiting.

**This indicator is above target and performance is on track since the last reporting period**

<p align="center"><b>TARGET FQ1</b>  <b>5,850 tonnes FQ1</b>  <b>21,500 tonnes annual</b>  <b>cumulative figure</b></p>	<p align="center"><b>ACTUAL FQ1</b>  <b>5,171</b>  <b>G</b>  <b>(Lower is best)</b></p>	<p align="center"><b>BENCHMARK</b>  <b>2020/21: TBC</b>  <b>2019/20: 18,660 tonnes</b></p>	<p align="center"><b>PERFORMANCE</b>  </p>
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**DELIVERING OUR OUTCOMES – OUR KEY PERFORMANCE INDICATORS**

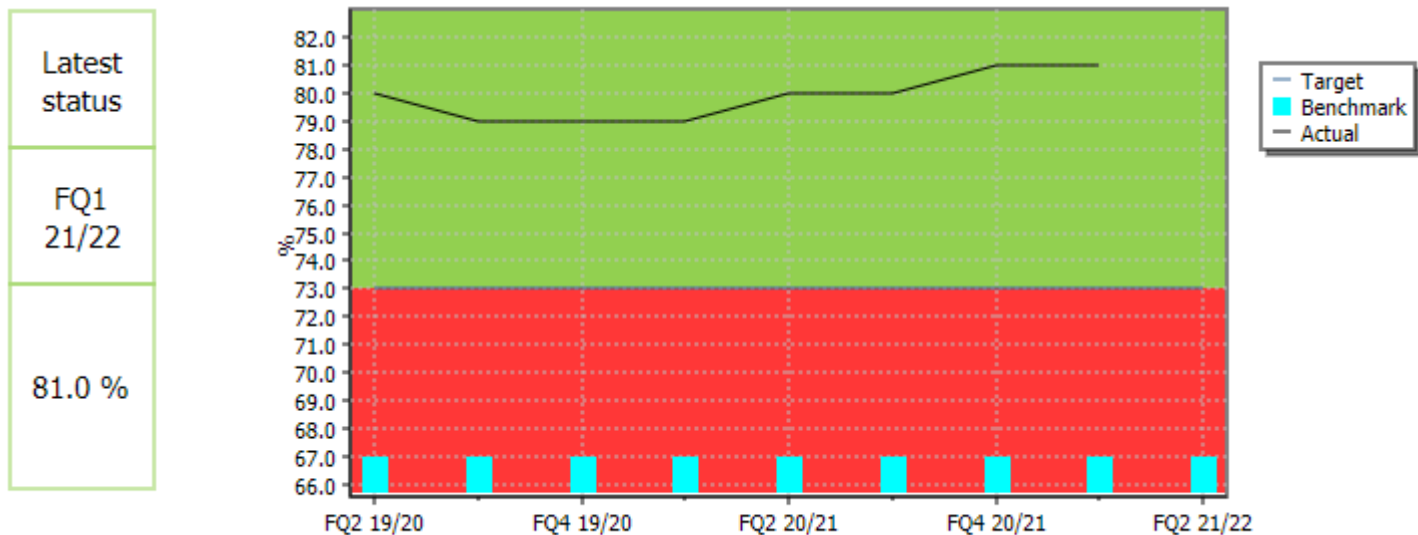
**Indicator: RIS114\_03 Percentage of street cleanliness.**

**Why measure this? Measured by Keep Scotland Beautiful to ensure that our local environment in kept clean and tidy.**

**Commentary:** The level of performance remains at a very good standard as the service performance is sitting above target for this quarter. The service uses the annual report from Keep Scotland Beautiful and monthly inspections to ensure that the level of performance is maintained. There are ongoing discussions with Keep Scotland Beautiful around the introduction of the new cleanliness regime monitoring a provisional implementation date of February 2022 has been set. There is a noticeable increase in staycation visitors to the area and the team are working hard to ensure street cleanliness is maintained given the extra volume of visitors to the area. At the EDI Committee in June Members approved a Dog Fouling campaign which is due to launch in July.

**This indicator is above target with no change in performance since the last reporting period**

<b>TARGET FQ1</b> 73%	<b>ACTUAL FQ1</b> 81% <b>G</b>	<b>BENCHMARK</b> LEAMS (Keep Scotland Beautiful): 67%	<b>PERFORMANCE</b> ➔
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**DELIVERING OUR OUTCOMES – OUR KEY PERFORMANCE INDICATORS**

**Indicator: RIS115\_01 Percentage of bins collected on time.**

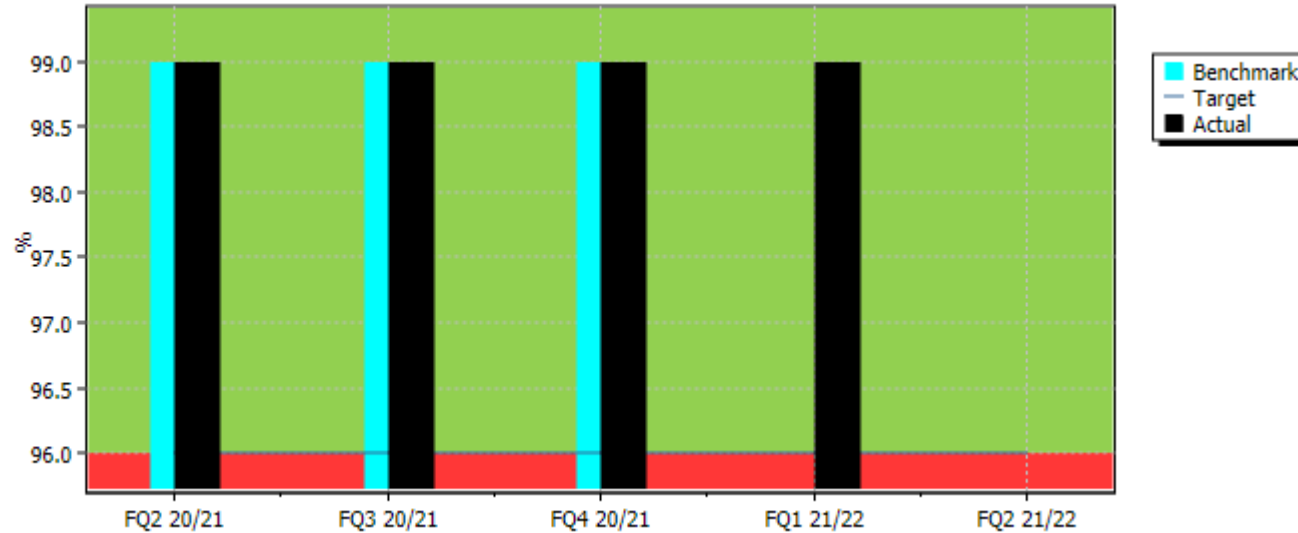
**Why measure this? The percentage of bins collected on time is something which our communities tell us is important.**

**Commentary:** In FQ1 99% of bins were collected on time. This is based solely on missed bin reports from customers and may not be totally reflective of service delivery on the ground since we don't record each and every individual collections. 18 bins are collected per minute for 5 full working days per week.

**This indicator is above target with no change in performance since the last reporting period**

<b>TARGET FQ1</b> 96%	<b>ACTUAL FQ1</b> 99% <b>G</b>	<b>BENCHMARK</b> 2020/21: TBC 2019/20: 99%	<b>PERFORMANCE</b> ➔
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Latest status
FQ1 21/22
99.0 %



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**ARGYLL AND BUTE COUNCIL**

**ENVIRONMENT, DEVELOPMENT AND  
INFRASTRUCTURE SERVICES  
COMMITTEE**

**CUSTOMER SUPPORT SERVICES**

**2 SEPTEMBER 2021**

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**SERVICE ANNUAL PERFORMANCE REVIEWS 2020/21 –**

**DEVELOPMENT AND ECONOMIC GROWTH SERVICE**

**ROAD AND INFRASTRUCTURE SERVICES**

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## **1.0 EXECUTIVE SUMMARY**

- 1.1 The Council's Performance and Improvement Framework (PIF) sets out the presentation process for regular performance reporting.

This paper presents the Environment, Development and Infrastructure Services Committee (EDI) with the Service Annual Performance Reviews and Scorecard 2020/21 for the above Services.

- 1.2 It is recommended that the EDI Committee reviews and approves the Service Annual Performance Reviews (Service APRs) and Scorecards 2020/21 as presented prior to publishing on the Council Website.

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ARGYLL AND BUTE COUNCIL

ENVIRONMENT, DEVELOPMENT AND  
INFRASTRUCTURE SERVICES  
COMMITTEE

CUSTOMER SUPPORT SERVICES

2 SEPTEMBER 2021

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**SERVICE ANNUAL PERFORMANCE REVIEWS 2020/21–**

**DEVELOPMENT AND ECONOMIC GROWTH SERVICE**

**ROAD AND INFRASTRUCTURE SERVICES**

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## **2.0 INTRODUCTION**

2.1 The Council's Performance and Improvement Framework (PIF) sets out the presentation process for regular performance reporting.

This paper presents the Environment, Development and Infrastructure Services Committee (EDI) with the Service Annual Performance Reviews 2020/21 and Scorecards for the above Services.

## **3.0 RECOMMENDATIONS**

3.1 It is recommended that the EDI Committee reviews and approves the Service Annual Performance Reviews (Service APRs) and Scorecards 2020/21 as presented prior to publishing on the Council Website.

## **4.0 DETAIL**

4.1 A consequence of Covid placed an unrepresented and unknown demand on staff and resources. To help mitigate this demand the normal arrangements for performance management and reporting were suspended with interim arrangements put in place.

4.2 One of these interim arrangements has been the temporary relaxation of the requirement for Managers to complete a Performance Review and Development (PRD) plan for all eligible staff. Managers were given an extension up to 31 May 2021 for completion. This extension is reflected in the PRD completion rate as presented in the Scorecard.

4.3 As we are now working within the Covid recovery phase alternative options for each PIF activity were presented to the SMT to consider on 29 March 2021.

4.4 It was agreed at the above meeting to present a simplified Service APR for 2020/21. Each review is supported by the Services' year-end Scorecard and consists of Case Studies which are examples that illustrate the positive contribution to our communities, any consultations that the Service has carried out and the significant challenges faced by the Service. Although the pandemic placed additional and unprecedented challenges on the services we deliver, rather than focus on the pandemic challenges

the Services focused on the challenges that either created a specific pressure on a Success Measure or impacted on service delivery. The mitigating actions that were carried out are noted in each Service APR.

- 4.5 In total across the Council 87 Case Studies have been identified by Senior Officers and provide a broad range of imaginative and exceptional examples of service delivery throughout Argyll and Bute, with 27 now being presented to the EDI Committee. As expected the Service APRs all differ in style and content.
- 4.6 Following approval of the Service APRs a selection of outstanding and informative examples will be collated for inclusion in the Council Annual Report 2020/21 in due course.
- 4.7 Attached to each Service APR is the Annual Scorecard. Where Covid has impacted on the expected performance of a Success Measure this has been noted on the Scorecard.
- 4.8 The Service Annual Performance Reviews and Scorecards 2020/21 are presented in the following order:-
  - Development and Economic Growth Service
  - Road and Infrastructure Services
- 4.9 Simplifying and focusing the Service Annual Performance Reviews 2020/21 in this manner is a proactive approach to help minimise back office functions / non-essential activities whilst maintaining a level of service that supports scrutiny, performance monitoring and our statutory duties.

## **5.0 IMPLICATIONS**

- 5.1 Policy None
- 5.2 Financial None
- 5.3 Legal The Council has a duty to deliver best value under the Local Government in Scotland Act 2003
- 5.4 HR None
- 5.5 Fairer Scotland Duty:
  - 5.5.1 Equalities - protected characteristics None
  - 5.5.2 Socio-economic Duty None
  - 5.5.3 Islands None
- 5.6 Risk Ensures that all our performance information is reported in a balanced manner
- 5.7 Customer Service None

**Kirsty Flanagan, Executive Director with responsibility for**

Customer Support Services  
25 June 2021

**For further information contact:**

Jane Fowler, Head of Customer Support Services 01546 604466

**Appendix 1**

Service Annual Performance Reviews and Scorecards 2020/21

## SERVICE ANNUAL PERFORMANCE REVIEW

<b>NAME OF SERVICE: DEVELOPMENT AND ECONOMIC GROWTH</b>	<b>PERIOD: FINANCIAL YEAR 2020/21</b>
<b>1. DELIVERING OUR OUTCOMES</b>  <b>Our case studies help illustrate the positive contribution the Service has made to our communities and provides examples of good service delivery.</b>	
<b>Corporate Outcome – People Live Active, Healthier And Independent Lives</b> <b>Business Outcome BO102: We Provide Support, Prevention And Opportunities To Help People Make Better Lifestyle Choices.</b>  <b>a) Covid public health control measures</b>  The Covid pandemic and the public health control measures, including lockdown, significantly impacted on all aspects of everyday life. New statutory powers were placed on local authorities and Police Scotland to regulate the public health restrictions across businesses, domestic dwellings, and public areas. In response, the Council developed a memorandum of Understanding with Police Scotland to coordinate enforcement activity and agree priorities, an enforcement strategy (4 E's- engage, educate, encourage and enforcement) and authorised officers from Regulatory Services, including environmental health, and trading standards officers to carry out this work. Over the period from March 2020, the Council have aimed to support business to ensure that they have appropriate guidance and advise to be "Covid safe" and to ensure that business that were not permitted to open remained closed. This approach has achieved high levels of compliance, protecting public health in controlling any potential spread of Covid infection. This works continues to promote and secure compliance, and re-emphasising the FACTS messages. This work has been demanding and challenging and over this period, and environmental health and trading standards officers have been in direct contact with 2780 businesses to assess their Covid measures, responded to there has been a total of officer contact with 2780 businesses, investigated 896 complaints from the public about businesses, provided advice via website, through businesses groups, Business Gateway and through specific business enquiries. Revisits were carried out to 456 businesses and there were 23 instances where formal enforcement or Prohibition notices were required to cease business activities.  <b>Business Outcome BO103: We Enable A Choice Of Suitable Housing Options</b>  <b>a) Homeless Preventions and Empty Properties</b>  The Energy Efficient Scotland: Area Based Scheme was put on hold from March to July 2020 due to lockdown restrictions. Coming back from lockdown was challenging, with negotiation required with the Scottish Government regarding safe travel and accommodation for the scheme contractor, who are based out with of Argyll and Bute. By working with the Scottish Government, agreement was reached to extend the 2019/20 budget until 30th November 2020 to ensure that the full budget awarded was spent, with a total of 287 households receiving insulation measures through the Council's programme	

## SERVICE ANNUAL PERFORMANCE REVIEW

and another 131 private owners in mixed tenure blocks receiving external wall insulation in conjunction with Argyll Community Housing Association (ACHA).

Close working with the Scottish Government has ensured that additional funding has been made available, with £2.3 million of additional funding being awarded to support insulation works with ACHA in 2020/21. The Area Based Scheme programme has been on hold again from 26th December 2020 to 26th April 2021, as the majority of works were deemed non-essential construction (limited external works were able to progress). At this time, the 2020/21 budget has been extended until 31st August 2021 to allow as much work to progress as possible with a full programme of works planned for the summer.



## SERVICE ANNUAL PERFORMANCE REVIEW

### b) Delivering Affordable Housing

Despite lockdown, the first completions of the next significant 300 unit phase at the strategic Dunbeg Development have been handed over with 38 units. A large amount of preparatory work has also been undertaken during the year such that LINK are on track to complete handover of the entire 300 unit phase by the end of 2021/22 financial year. This is Argyll and Bute's biggest investment in social housing in decades that will directly contributing to health of the whole housing supply in Oban and wider Lorn. This multi-million pound investment is the culmination of significant cross-public sector partnership working and funding including from Argyll and Bute Council, Scottish Government, Scottish Water, LINK and West Highland Housing Associations. The first completed phase is shown in the photo below with more phases set to be released soon.



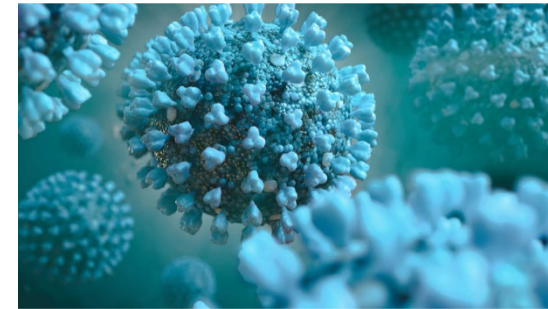
## SERVICE ANNUAL PERFORMANCE REVIEW

### Corporate Outcome - People Will Live In Safer and Stronger Communities

#### Business Outcome BO104: Our Communities And Supported And Protected.

##### a) Managing Outbreaks of Communicable Disease and protecting public health.

The well-established incident management procedures which the Council's environmental health service have in place with NHS Highland, through our Joint Health Protection Plan have been implemented in response to Covid outbreaks across Argyll and Bute in the last year. These have successfully minimised the spread of the virus by implementing a range of control measures, including direct advice to thousands of local businesses, and have protected public health across Argyll and Bute. Officers have had to show considerable flexibility in approach in dealing with outbreaks (2 or more linked cases) have ranged from small and large community outbreaks to outbreaks involving individual businesses to on board ships.



#### Business Outcome BO105: Our Natural Environment Is Protected And Respected.

##### a) Introduction of mobile virtual technology to issue completion certificates

The Council's building standards introduced new technology to allow them to continue to provide a service to customers during lockdown and having to work from home due to Covid restrictions. Using mobile video technology, the team were able to issue completion certificates using remote verification inspections, where the site and works were videoed in real time with the officer. This technology has worked well and will become part of range of options for future work. In some cases, this will reduce the need for onsite inspections, travel and provide a better service to customers in rural areas.





## SERVICE ANNUAL PERFORMANCE REVIEW

### b) Retaining the Customer Standards Excellence award. In 2020/21

The Council Building Standard's service retained the national Customer Service Excellence (CSE) accreditation relating to customer focus with the number of compliance plus increased from 18 to 20 which is considered excellent for a council service. Key points raised during the audit and summarised at the closing meeting by the audit was that there was no impact of the management restructure on CSE award and some improvements have been made, performance has been maintained, the service has used technology well and introduced a range of new measures (including Remote Verification Inspections) to ensure that the customer process during Covid was seamless. There was a strong element of team work, testament to the building standards team that continued their service and improved it during a global pandemic.



### Corporate Outcome - Our Economy is diverse and thriving

#### Business Outcome BO110: We Support Businesses, Employment and Development and Opportunities.

##### a) Candle-maker unlocks scent-sational growth with Business Gateway support (November 2020)



A bespoke candle maker has been able to accelerate the growth of her business and take on new premises after Business Gateway helped the team secure funding through the Business Gateway Local Growth Accelerator Programme.

Founded in 2019 by Hazel MacCormick, Lismore Luminations is a business based on the Isle of Lismore that designs and manufactures soy candles and ancillary products with unique scents inspired by the magnificent local scenery.

Business Gateway worked with Hazel after she experienced increased demand for her products. As well as providing support from a business adviser, they were able to signpost her to funding opportunities and help her access a growth grant from the Local Growth Accelerator Programme. The Business Gateway Local Growth Accelerator Programme is funded by Argyll and Bute Council and the European Regional Development Fund

2014-20 Structural Funds Programme.

## SERVICE ANNUAL PERFORMANCE REVIEW

Using this grant, Hazel was able to expand production from her kitchen to larger premises, with the aim to provide further employment opportunities on the island long term.

Hazel said: “Before working with Business Gateway I would never have imagined I could turn my hobby into a growing business. With their support, I have been able to access funding, expand into new premises and create a successful brand that I hope will bring jobs to the local community in the future.” Through Business Gateway, Hazel was also able to access a range of services including 1:1 support, advice on her business plan and two days of marketing support to help identify potential markets for her business to target which helped expand her customer base across mainland Scotland and the UK. She also engaged with DigitalBoost, Scotland’s national digital training programme, delivered by Business Gateway.

The combination of funding and business support services has resulted in the development and creation of new candle scents and products. “When the pandemic hit I had to adapt my business as I was no longer able to attend markets or sell in shops. With the support of Business gateway I was able to develop my online sales via my website site. The one to one support has been invaluable to help navigate social network marketing. Angela Vernel, business adviser for Business Gateway, said: “The Argyll and Bute Local Growth Accelerator Programme has been highly effective in facilitating the growth of Lismore Luminations, and it’s fantastic to see how Hazel has had the confidence to build her brand, develop new products and expand.”

“We know that throughout this pandemic, people have been taking time to evaluate what they want to do with their careers. Hazel’s story shows that it’s possible to take your hobby and make it into a thriving business, especially if you reach out and access the range of support available.”

### **b) Fish and chip shop bring home the catch after DigitalBoost support (October 2020)**

An award-winning fish and chip shop takeaway in Argyll and Bute has adapted to Covid restrictions with the creation of a new website and introduction of online ordering, following support from DigitalBoost, Scotland’s national digital training programme, delivered by Business Gateway.

The Wee Kelpie is a world-renowned fish and chip shop established in 2011. Led by husband and wife team Nicola and Kerr Raeburn, the business closed at the start of lockdown to ensure the health and safety of their team.

*Following this, Nicola and Kerr approached Business Gateway to identify how they could adapt their business model to reopen in the safest way possible and limit their exposure to the public to reduce the spread of the virus.*

*Through DigitalBoost, The Wee Kelpie accessed 1:1 support, including expert advice as they started building their first website. Nicola was supported as she went through appointing a web developer, with Business Gateway input to the plan and brief helping to ensure the website met their business needs.*

## SERVICE ANNUAL PERFORMANCE REVIEW

*Business Gateway was also able to signpost funding opportunities, and the Wee Kelpie secured funding through the Business Gateway Local Growth Accelerator Programme, towards their new website and the necessary equipment needed to adapt their operations. The Business Gateway Local Growth Accelerator Programme is funded by Argyll and Bute Council and the European Regional Development Fund 2014-20 Structural Funds Programme.*

*Nicola said: "Before the pandemic, we relied on footfall and word of mouth to drive sales. After deciding to close, we knew we had to explore other ways of operating and Business Gateway was there to help take us through this process.*

*"Through DigitalBoost, we were able to access expert, impartial help which was invaluable as we started the process of building a website. It was particularly helpful as we searched for a web-developer to support us, as I received several quotes and conflicting advice from design agencies. However, our DigitalBoost consultant was friendly, knowledgeable, and explained things clearly to us, outlining what we needed to do to adapt and launch a new platform."*

*Jen Smith, Business Adviser for Business Gateway Argyll and Bute, said: "It is rewarding to see how this package of support has come together for Nicola and team and assisted their safe reopening.*



*"Having a strong online presence will continue to be vital for businesses and for many this can be daunting, especially if this is something they haven't done before. However, the DigitalBoost programme can help, providing free, expert, impartial advice to support businesses as they take their operations online, and our Local Growth Accelerator Programme remains open to those looking to grow."*

### **c) Science, Technology, Engineering, Mathematics (STEM) /Community Hub in Dunoon**

Clyde Mission funding to the value of £490k was secured in December 2020 for to repurpose a council building in Dunoon into a STEM / Community Hub. This has been bolstered by £50k of funding from the council and a further £100k for digital connectivity from Crown Estates Scotland monies. Project development and delivery of this Hub during 2021/22 will act as a pilot for delivery of the other STEM Hubs proposed with the Rural Skills Accelerator Programme proposition within the Rural Growth Deal.

The key focus of the project is to create a flexible structural, digitally connected, space (with plug and play facilities) to meet the lifelong learning needs of the community and partners.

## SERVICE ANNUAL PERFORMANCE REVIEW

### d) Fair Start Scotland (FSS)

A participant signed up for FSS after making contact with the Employability Team's Key Worker to discuss what help was available, participant had heard about the service through a post on the Argyll & Bute Council web page. He signed up straightaway as he was keen to have the support as soon as possible

The participant had been on Universal Credit since losing his job about a year before, he had also suffered family bereavement which was impacting on his health and he was missing a daily routine and contact with others.

Induction, Employment Diagnostic Assessment (EDQ) and Better Off Calculator (BOC) were all completed and discussed with participant, he was job ready and keen to make applications to any suitable local job. The Key Worker agreed to pay for his CSCS (construction) card test to be completed and set up a date for the test with Argyll College as he felt this would open doors to the Wind Farm sites. He had more focus now and was positive about finding a job so he started to approach employers direct, he spoke to the Co-op who offered him a temporary contract to assist with their increasing delivery service.

The participant is delighted with this offer and accepted immediately. The support, guidance and advice he received on his short time on FSS was very beneficial, he continues to receive in-work support through the Employability Team on a weekly basis.

### e) Easing of Town Centre and supporting business

To assist the easing of Covid restrictions in town centres, a Group was established comprising a range of Council services, Police Scotland, Transport Scotland and BID4Oban (who represented business groups across Argyll and Bute). The aim was to open up our town centres safely as restrictions ceased, support business and the wide economy. This group considered and introduced a wide range of cations including guidance relating to queuing outside shop premises, standards of external seating areas for businesses, introduced signage in town centres re-emphasising the FACTS messaging and a fast track licensing system. A particular success was the successful initiative to use public open spaces across our main town centres for temporary use by business free of charge. An example was an area provided to the business group, IsleofButebid, who provided seating and tables for visitors and locals to use in Montague Street, Rothesay. This area was well used and tables and chairs will be set out in the morning by a member of the Isle of Bute Bid event team and returned to the storage area at the close of business. The area was used 84 times over the year and by over 4000 people. Isle of Bute BID commented that "Visitors to the island loved Alfresco and, were very complimentary about it but, more importantly the residents made full use of it many times over. You have to remember that the facility ensured that eateries could remain open and provide take away food and drinks which helped secure the jobs involved. "



## SERVICE ANNUAL PERFORMANCE REVIEW



A new community space in Rothesay has been welcomed by local residents and visitors to Bute.

### **Business Outcome BO111: We Influence And Engage With Business And Policy Makers**

#### **a) Working with businesses to minimise the disruption of EU Exit**

The potential impact of EU Exit to our food manufacturing industry, particularly fish and shellfish, was considerable, with the likelihood that consignments to EU countries would require to be inspected and accompanied by Export Health Certificates (EHC) from Argyll and Bute Council, in the same way as exports to non-EU countries. Working through national groups involving business, other regulators and Scottish/UK Government, arrangements were put into place to try and minimise the disruption on businesses, reduce the considerable workload additional EHC requests would have on local authorities and support the wider economy. As a result, the councils environmental health service engaged with local businesses to ensure that systems were in place to meet their perceived demand, carried out food safety assessments of issued attestation to 9 major export businesses in Argyll and Bute to allow them to use the new commercial hubs which were set up in Scotland to deal with specific consignments and issue EHC's, and introduced a new registration scheme for fishing vessels and inspected 204 local fishing vessels allowing their catch to access the EU market.



## SERVICE ANNUAL PERFORMANCE REVIEW

### Business Outcome BO112: Argyll And Bute Is Promoted To Everyone

#### a) Lochgilphead Public Realm Project

£540,000 project delivered on time and within budget from January to May 2021. This project has delivered:

- Widened and resurfaced footways using natural stone from a local quarry
- Improved pedestrian road crossings
- New cycle parking and street furniture in the town centre
- More space for pedestrians
- Improved surfaces for anyone with mobility challenges, wheelchair users and prams.

An image of the completed works can be found below at Colchester Square:

The project was managed and delivered by Council and their locally sourced sub-contractors supporting local jobs.

Fully funded by The Scottish Government's Cycling, Walking and Safer Routes Fund (CWSR), Highlands and Islands Transport Partnership (HITRANS) and Transport Scotland's Spaces for People fund, managed by Sustrans charity.



## SERVICE ANNUAL PERFORMANCE REVIEW

### b) Shopfront Improvement Grants

Shopfront improvement schemes have been developed for town centres in Argyll and Bute, funded by the Scottish Government through the Town Centre Fund administered by Argyll and Bute Council.

The project directly supports local businesses, visually enhances Argyll's main and key town centres and encourages greater level of footfall into the main shopping streets.

#### Campbeltown

- The Campbeltown Shopfront Scheme has built upon the success of the Campbeltown Conservation Area Regeneration Scheme (CARS) and Townscape Heritage Initiative (THI) projects by assisting business owners further improve the appearance of the town centre. The scheme comprised of two rounds; 2019 and 2020.
- 34 shopfront improvement grants were awarded for the total amount of £60,000.
- The improvements have also supported Campbeltown in becoming Scotland's Most Improved Place in the 2020 SURF Awards:
- An example is provided below of Harlequin Tearoom. The grant supported the refurbishment of the shopfront:



## SERVICE ANNUAL PERFORMANCE REVIEW

### Dunoon

- The Dunoon Shopfront Scheme has complemented the current Dunoon CARS project by assisting local business owners to further improve the appearance of the town centre.
- 16 shopfront improvement grants were awarded for the total amount of £20,000.
- An example is provided below of The Beauty Box, Dunoon. The grant supported repairs to exterior decoration and new signage:



### Region-wide

- The latest shopfront improvement scheme is now underway and includes: Lochgilphead, Ardrishaig, Tarbert, Bowmore, Tobermory, Helensburgh, Cardross, Garelochhead, Rosneath, Kilcreggan.
- 75 shopfront improvement grants were awarded for the total amount of over £150,000.
- Works will be delivered between now and September, with an example below of The Journey, Helensburgh. The grant supported the manufacture, supply and installation of new signage:

The project is managed and delivered by Council and their sub-contractors.

The project is funded by the Scottish Government through the Town Centre Fund which is designed to support small businesses as part of the Covid recovery process.





## SERVICE ANNUAL PERFORMANCE REVIEW

### c) Shop Local

- Argyll and Bute Council is encouraging people to support towns and high streets by shopping locally and working alongside the nation-wide, Scotland Loves Local campaign by offering support to local business owners to help enhance both the online and physical presence of their businesses.
- In 2020, Argyll and Bute Council undertook a community engagement exercise in eight towns, which resulted in the commissioning of locally bespoke messaging for each town or community.
- Images have been produced for each of the region's main towns or key settlements (with the exception of those with Business Improvement Districts). Mull and Islay took forward a whole Island shop local campaign. Example images can be found below:



- Following on from the creation of bespoke Shop Local messaging, the council is currently delivering a number of initiatives designed to enhance the online presence of town centre businesses which include:
  - Free Google My Business training to increase local businesses online presence
  - Free Google accredited photography for local businesses to help showcase their offering.

The project is managed and delivered by Council and their sub-contractors.

The projects are funded from Scotland's Towns Partnership Scotland Loves Local Grant that the council won through a competitive process.

## SERVICE ANNUAL PERFORMANCE REVIEW

### 2. SIGNIFICANT CHALLENGES

The significant challenges faced by the Service during 2020/21. These challenges either created specific pressures on the Success Measures or impacted on delivery. Specific additional activity or mitigating actions were carried out to reduce the negative impact on service delivery.

#### Corporate Outcome - People Live Active, Healthier and Independent Lives

##### Business Outcome BO103: We Enable A Choice Of Suitable Housing Options.

a) Throughout 2020/21 very significant pressure has been placed on the Council's Homelessness Service as a result of a variety of lockdown measures and implications. Most acutely the Registered Social Landlords (RSLs) were unable to create new tenancies through much of the early lockdown period. This meant people presenting as homeless has no route into RSL stock and required the Council to increase its stock of temporary tenancies. In addition direct effect of Covid relating to places to self-isolate, inability to travel and loss of hospitality related accommodation created an increased demand on the need for temporary accommodation. At the same time lockdown conditions made it demanding on the Council to procure additional temporary accommodation, and the administration of the whole process had to be carried out in a virtual manner. At one stage there were 51 additional rooms in use and this has created an approximate £700k cost to the Council. Despite this extreme circumstances, at no stage has the Council been unable to find accommodation for those in need.

#### Corporate Outcome - People Will Live In Safer and Stronger Communities

##### Business Outcome BO104: Our Communities And Supported And Protected.

a) There is considerable work and resources required to restart the official food safety programme in Argyll and Bute. This involves the reassessment of all food businesses, introduction of a new statutory Code of Practice, new requirements relating to food standards and allergens and the introduction of new ICT systems. This will be a challenge to the environmental health team as there will be a requirement for additional resources at a time when there is a national shortage of qualified environmental health and food safety officers.

## SERVICE ANNUAL PERFORMANCE REVIEW

### 3. CONSULTATION AND ENGAGEMENT - WE ASKED, YOU SAID, WE DID....

The following are all the consultations and resulting actions that the Service has carried out during this period.

a) In 2020/21, Housing Services carried out a range of consultation exercises/stakeholder engagement in support of the Housing Need and Demand Assessment (HNDA) and Local Housing Strategy (LHS).

These included:

- A number of Focus groups/face to face surveys with key client groups and their representatives, & specialist providers/services, such as Gypsy/Travellers, wheelchair users, and Armed Services/Veterans in early 2020, throughout Argyll & Bute.
- Survey and telephone interviews with PRS sector (landlords, letting agents, estate agents/solicitors & tenants etc.) to inform HNDA & affordability analysis
- An early-engagement LHS online survey for partners, local community groups and residents
- A virtual LHS Stakeholder conference in November 2020, with around 50 participants via Microsoft Teams, to develop vision, outcomes & priorities for next LHS
- Staff Review Day for council Housing services & colleagues, in December 2020, refining outputs from above exercises
- 4 LHS Option Appraisal workshops with key partners/stakeholder, in February 2021, to review & refine LHS action plan & targets
- Ongoing engagement with partners via existing structures including the Strategic Housing Forum (SHF), Strategic Housing Investment Plan (SHIP) Officers' Group, Energy Efficiency Forum, Housing Support Group, and Housing/Health & Social Care Partnership locality groups, generally on quarterly basis

The outputs from this consultation & engagement activity helped to inform the overarching HNDA and the development of the next LHS which will be circulated in draft format for wider public consultation over the summer of 2021 with a view to being completed and implemented by end of year.

b) In 20/21, we asked fish and shellfish exporters whether they required support to develop their preparedness plans for EU Exit, their plans for exporting to the EU after the 31<sup>st</sup> December 2020 and for their comments on the revision of the small quantities charge for export health certificates. As a result, The Council:

- Listened to the views of business and revised its export health certificate charges for small quantities from 5kg to 60kg for food consignments which were intended for export.
- Specific arrangements were made with businesses to ensure that they were able to access services for export health certificates to allow them to continue to access the EU market.
- Environmental health service to audit specific business who wished to use the new commercial hubs for export purposes and issued attestations to allow them to do so based on a full audit of their safety management systems.

# SERVICE ANNUAL PERFORMANCE REVIEW

## DEVELOPMENT & ECONOMIC GROWTH – ANNUAL SCORECARD 2020/21

### Development & Economic Growth Scorecard

2019-22

Scorecard owned by: Fergus Murray

FY 20/21

Economic Growth Team Scorecard

Development Policy & Housing Team Scorecard

Transformational Projects & Regeneration Team Scorecard

Strategic Transportation & Infrastructure Team Scorecard

Development Management Team Scorecard

Building Standards Team Scorecard

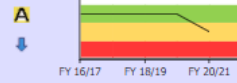
Regulatory Services Team Scorecard

[Click here for all Business Outcomes and Success Measures](#)

[Click here for Ex. Director Kirsty Flanagan Scorecard](#)

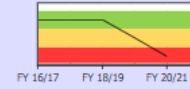
#### BO102: We Provide Support, Prevention And Opportunities To Help People Make Better Lifestyle Choices [DEG]

Success Measures



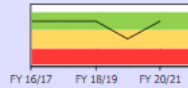
#### BO110: We Support Businesses, Employment And Development Opportunities [DEG]

Success Measures



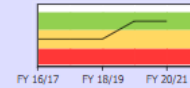
#### BO103: We Enable A Choice Of Suitable Housing Options [DEG]

Success Measures



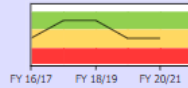
#### BO111: We Influence And Engage With Businesses And Policy Makers [DEG]

Success Measures



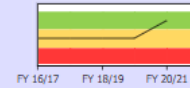
#### BO104: Our Communities Are Supported And Protected [DEG]

Success Measures



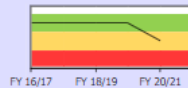
#### BO112: Argyll And Bute Is Promoted To Everyone [DEG]

Success Measures



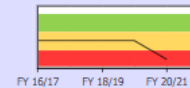
#### BO105: Our Natural And Built Environment Is Protected And Respected [DEG]

Success Measures



#### BO113: Our Infrastructure Is Safe And Fit For The Future [DEG]

Success Measures



### Management Information

#### RESOURCES

People	Benchmark	Target	Actual	Status	Trend
Sickness absence DEG		9.4 Days	5.2 Days	G	↑
PDRs DEG	90 %	83 %		R	↓

#### Financial

	Adjusted Budget	Actual	Status	Trend
Finance Revenue totals DEG	£9,610,828	£9,621,461	R	↑

#### IMPROVEMENT

DEG Service Improvements 2017-21	Total No	Off track	On track	Complete	Status	Trend
Actions	22	2	8	12	A	

Development & Economic Growth Audit Recommendations	Overdue	Due in future	Future - off target
	0	2	0

Health & Safety	Overdue	Rescheduled	Actions in Plan	Complete
Service H&S Plan Actions	0	0	0	0
H&S Investigation Actions	0	0	0	0

Customer Service DEG	Customer satisfaction	92 %	Status	Trend
Customer Charter	Stage 2 Complaints	82 %	G	↑
Number of consultations	Stage 2 Complaints	86 %	R	↑

# SERVICE ANNUAL PERFORMANCE REVIEW

## Development & Economic Growth Scorecard 2019-22

Scorecard owned by: **Fergus Murray** FY 20/21

[Click here for Full Scorecard](#)

### BO102: We Provide Support, Prevention And Opportunities To Help People Make Better Lifestyle Choices [DEG]

Success Measure **A** ↓

DEG102_01-Protecting the health of our people through the delivery of the formally approved Joint He	Actual	On track to revised plan	<b>C</b>
	Target	Complete	↓
	Benchmark	On track to revised plan	

### BO103: We Enable A Choice Of Suitable Housing Options [DEG]

Success Measure **G** ↑

DEG103_01-Number of new affordable homes completed per annum.	Actual	20	<b>C</b>
	Target	20	↓
	Benchmark	75	

DEG103_02-The percentage of positive homeless prevention interventions [prevent 1]	Actual	56 %	<b>C</b>
	Target	50 %	↑
	Benchmark	50 %	

DEG103_03-The number of empty properties brought back in to use per annum	Actual	29	<b>C</b>
	Target	25	↓
	Benchmark	25	

### BO104: Our Communities Are Supported And Protected [DEG]

Success Measure **A** →

DEG104_01-Maintain the percentage of broadly compliant food businesses as a result of our enforcement	Actual	86.2 %	<b>C</b>
	Target	85.0 %	↑
	Benchmark	87.0 %	

DEG104_02-The percentage of public health service requests that are resolved within 20 working days	Actual	76 %	<b>R</b>
	Target	80 %	↓
	Benchmark	86 %	<b>Covid Impact</b>

DEG104_03-Undertake an enforcement intervention programme to high risk premises in respect of environmental health, animal health and welfare and licensing standards	Actual	100	<b>C</b>
	Target	95	↑
	Benchmark	95	

### BO105: Our Natural And Built Environment Is Protected And Respected [DEG]

Success Measure **A** ↓

DEG105_01-Respond to Building Warrant applications within 20 days	Actual	96.8 %	<b>C</b>
	Target	80.0 %	↓
	Benchmark	98.1 %	

DEG105_02-Respond to Completion Certificate applications within 10 days	Actual	2.0 Days	<b>C</b>
	Target	10.0 Days	↓
	Benchmark	2.3 Days	

DEG105_03-Retain our customer service excellence award status for Building Standards and Planning an	Actual	On track	<b>C</b>
	Target	Complete	→
	Benchmark	On track	

DEG105_04-Market the Building Standards service commercially to become self-funding and to assist with budget reconciliation	Actual	£K 105	<b>R</b>
	Target	£K 250	↓
	Benchmark	£K 250	<b>Covid Impact</b>

### BO111: We Influence And Engage With Businesses And Policy Makers [DEG]

Success Measure **C** →

DEG111_01-An enforcement intervention is performed in a consistent and fair manner with businesses supported throughout	Actual	100	<b>C</b>
	Target	80	↑
	Benchmark	90	

### BO112: Argyll And Bute Is Promoted To Everyone [DEG]

Success Measure **C** ↑

DEG112_01-Deliver the Dunoon CARS (Conservation Area Regeneration Scheme) project	Actual	Green	<b>C</b>
	Target	Green	
	Benchmark	Green	

DEG112_02-Deliver the Rothesay TH (Townscape Heritage) project	Actual	Green	<b>C</b>
	Target	Green	
	Benchmark	Green	

DEG112_03-Deliver the Tarbert and Lochgilphead Regeneration Fund project	Actual	Green	<b>C</b>
	Target	Green	
	Benchmark	Green	

DEG112_04-Deliver the Lochgilphead CARS (Conservation Area Regeneration Scheme) project	Actual	Green	<b>C</b>
	Target	Green	
	Benchmark	Green	

### BO110: We Support Businesses, Employment And Development Opportunities [DEG]

Success Measure **R** ↓

DEG110_01-Increase visitor numbers by working in partnership with the tourism industry <small>Last Data Received Was FQ1 2020/21</small>	Actual	24,195	<b>R</b>
	Target	535,976	↓
	Benchmark		<b>Covid Impact</b>

DEG110_02-The 12 month survival rate of new small and medium sized businesses	Actual	77 %	<b>C</b>
	Target	77 %	
	Benchmark	85 %	<b>Covid Impact</b>

DEG110_03-The number of new business start-ups supported	Actual	92	<b>R</b>
	Target	100	↓
	Benchmark	61	<b>Covid Impact</b>

DEG110_04-Complete the LEADER programme and produce an evaluation report	Actual	On track to revised plan	<b>C</b>
	Target		
	Benchmark	On track to revised plan	

DEG110_05-The above national average level of planning application approval rates is maintained	Actual	97.4 %	<b>C</b>
	Target	95.0 %	↑
	Benchmark	93.7 %	

DEG110_06-The time it takes to determine local planning applications is no longer than 10% above t	Actual	12.7 Wks	<b>R</b>
	Target	10.0 Wks	↑
	Benchmark	9.0 Wks	<b>Covid Impact</b>

DEG110_07-Increase the proportion of planning applications that are right first time	Actual	0 %	<b>R</b>
	Target	40 %	↓
	Benchmark		<b>Covid Impact</b>


DEG110_08-Maintain a Local Development Plan that is less than 5 years old	Actual	On track	<b>C</b>
	Target	On track	
	Benchmark	On track	↑

### BO113: Our Infrastructure Is Safe And Fit For The Future [DEG]

Success Measure **R** ↓

DEG113_01-Maintain the total number of landings at Oban airport per annum	Actual	398	<b>R</b>
	Target	939	↓
	Benchmark		<b>Covid Impact</b>

## SERVICE ANNUAL PERFORMANCE REVIEW

NAME OF SERVICE: ROADS AND INFRASTRUCTURE	PERIOD: FINANCIAL YEAR 2020/21
<p><b>a) DELIVERING OUR OUTCOMES</b></p> <p><b>Our case studies help illustrate the positive contribution the Service has made to our communities and provides examples of good service delivery.</b></p>	
<p><b>Corporate Outcome – We Have An Infrastructure That Supports Sustainable Growth</b> <b>Business Outcome BO113: Our Infrastructure Is Safe And Fit For The Future</b></p> <p><b>a). Oban depot consolidation project</b></p> <p>The scheme to rationalise our depots in Oban and Lorn was substantially completed this year despite the construction delays caused by Covid.</p> <p>This project sees the following three existing roads’ depots combined, expanded and redeveloped as a single site for all Roads and Infrastructure Operations across Oban and Lorn.</p> <p>The three depots are Oban Mill Park, Jackson’s Quarry and the Appin depot.</p> <p>This project reduces the Council’s operating costs by moving from three depots to one, and has created local job/economic opportunities through subcontracts from the main contract delivered by Luddon Construction. Support has also been provided to the accommodation market in Oban with Luddon squads staying in Oban Mon-Thurs.</p> 	

## SERVICE ANNUAL PERFORMANCE REVIEW



The site is now almost 1,000 square metres larger and includes a new office facility; new hardstanding; drainage; a state-of-the-art four bay fleet workshop; new material storage and an external fuelling area. This fuelling area is separate but linked to the depot providing options for easier, safer refuelling and provision for new EV chargers to meet the needs of our modernising fleet.

When completed the site will also include modernised staff welfare and a new horticultural workshop.

The 2 vacated depots sites now provide opportunities for local firms/developers looking to access suitable business and industry land with the Council currently considering possible options.

## SERVICE ANNUAL PERFORMANCE REVIEW

### b) Lochgilphead public realm project

The Mid-Argyll Roads Operations team delivered £500,000 of public realm improvements to Colchester Square and Argyll Street in Lochgilphead creating new, wider footways; improved pedestrian crossings; new cycle parking; new street furniture and special tactile surfaces for those with mobility issues.

As well as the aesthetic benefits, the team also co-ordinated with Scottish and Southern Electricity (SSE) to allow them to undertake infrastructure improvements to ensure increased resilience for the properties in the works area by replacing old, out-dated cabling. While this was more disruptive in the short-term it was logical to co-ordinate this work while the excavations were underway anyway.



The team also ensured a simple but effective communications exercise which saw local businesses and other interested parties provided with regular weekly updates via email, as well as populating online resources via the Council's website. This is a tried and tested method first used during the Helensburgh CHORD works and ensures we stay on the front foot, keeping businesses informed about how schemes are progressing and reducing the number of complaints or the amount of correspondence.



## SERVICE ANNUAL PERFORMANCE REVIEW

### **c) Rothesay pontoons project**

The scheme specification and procurement was completed in this financial year, with delivery of the scheme in the following year. This is a £550,000 project to provide around 20 pontoon berths for Rothesay which will give access to the town and Isle of Bute for leisure yachters. This is a significant and affluent market area which will bring increased visitor numbers to Rothesay town and the Isle of Bute and support the local economy by spending money in local shops, restaurants, cafes etc.

Developing access to the marine tourism market is a continuing theme, and this project comes of the back of the Campbeltown and Oban pontoon projects which have brought significant economic benefit to both of those towns.

### **d) Major marine transport connectivity schemes**

Over the course of 2020/21 we have moved forward with a number of ambitious marine engineering schemes designed to guarantee safe and sustainable future transport connectivity for our island communities. These include:

- **Craignure**

Developing business cases for both short and long term options for Craignure Pier. Due to its age the infrastructure at the Pier is increasingly unsuitable for modern traffic patterns, volumes and ferry developments.

- **Fionnphort/Iona**

At this location we are progressing a £20million scheme to replace/renew key pieces of marine infrastructure to allow for full and unfettered access to and from Iona.

- **Port Askaig slope stabilisation and road resurfacing**

At Port Askaig on Islay we are guaranteeing future access to the Islay/Jura crossing by improving road access through a resurfacing scheme, and have also taken forward significant works to remove a risk to the access route by performing a complex slope stabilisation project to a high standard, on time and to budget.

### **e) Find and fix roads maintenance pilot**

Due to the Covid pandemic much of the 2020/21 roads capital reconstruction programme was carried forward into the following year. However, during this period we trialled a new approach to roads maintenance called 'find and fix'.

## SERVICE ANNUAL PERFORMANCE REVIEW

Traditionally a Roads Inspector would regularly inspect the network, there are different frequencies of inspections for different categories of roads. The Inspector identifies and classifies any defects in line with our Roads Asset Management Plan (RAMP). Works instructions to pre-set timescales are then issued to local Superintendents to arrange repairs via their roads squads, and to update the asset management system accordingly.

Find and fix sees a mobile roads squad cover inspection routes ahead of the regular inspection. The mobile squad deals with minor works (works which don't require excavations) like potholes, offlets, blocked drains, sign damage etc. The mobile squad then feeds back to the inspector who retrospectively generates a works instruction and closes the work off in the asset management system.

This model allows us to attend to minor problems earlier than they might otherwise have been attended to, and crucially, before they become bigger (and more costly) problems/defects.

Covid provided us with this opportunity to look at the model differently, with the result that we have taken find and fix forward through the budget process, which will allow us to further develop the model and realise both savings and improvements.

Find and fix also improves the lines of communication and simplifies our overall business process for this area of work.

This will inform future plans to use artificial intelligence in developing roads inspection and asset management techniques.

### **f) Covid safe funeral and cremation arrangements**

In response to Covid we had to make changes to how we delivered our burial and cremation services, with a focus on staff and mourner safety. There were a range of specific changes to the actual practice, the process of interring a coffin and to the way the Crematorium operated ensuring social distancing.

This provided an opportunity to develop specific Risk Assessments and Method Statements (RAMS) for an area of service where none were needed previously, which in-turn drove consistency across all 130 burial grounds.

The changes to this service area were underpinned by robust, meaningful and ongoing communication and engagement with funeral undertakers and mourners.

The staff involved in these services acquitted themselves commendably, and were, as ever, sympathetic and supportive of the needs of mourners.

## SERVICE ANNUAL PERFORMANCE REVIEW

### **g) £5.6million road improvements in the latter part of the year, leading into £10million programme 2021/22**

Due to Covid this year's roads capital programme has been spread over 2 years and delivered our capital programme over a reduced 2020/21 budget of £5.6M on roads reconstruction. This will be supported in 2021/22 with a substantial £10M budget investment in Argyll and Bute's local road network.

Despite diminishing resources and reduced spend per kilometre, the Council's operations team has delivered significant improvements to our network.

A suitable local road network, particularly in a rural setting with a unique set of engineering challenges, is vital for community resilience and economic growth.

The nationally accepted Road Condition Index Survey shows that there are now more roads in the area in a green (good) condition, and crucially in terms of community resilience, fewer roads in a red (poor) condition.

In developing the programme, the condition and strategic importance of roads is considered alongside feedback from partner agencies like the emergency services as well as community/public feedback. This is all recorded on our asset management system, allowing engineers to make appropriate recommendations which balance wants and needs.

### **h) New traffic management arrangements in Luss.**

Traffic issues in Luss have been a cause of concern for residents for a number of years and have generated much discussion and, at times, national media interest. Despite various attempts to find a proportionate, balanced and sustainable solution to the issues raised which meets the needs of residents, businesses, visitors, and is fair to road users who all have a right to use the public road, no solution has yet been agreed. Over the past two years officers have engaged positively with the Community Council and other key stakeholders in an effort to arrive at an agreeable solution. The extent of this work and the intensity of the debate on the matter over the years is a clear indication that the issue is complex and a solution is not simple to arrive at.

In response to Covid and the significant influx of visitors to the village as lockdown and travel restrictions were eased, a Temporary Traffic Regulation Order was progressed. The recent changes – the main thrust of which was the introduction of a temporary permit zone – appear on the face of it to be working reasonably well, although there does appear to be an issue in terms of people's understanding of the restrictions which will require additional clarity by way of further signage etc.



## SERVICE ANNUAL PERFORMANCE REVIEW

This successful exercise is informing proposals to develop a permanent Traffic Regulation Order and we are moving forward with that process in conjunction with the community council.

## SERVICE ANNUAL PERFORMANCE REVIEW

### Corporate Outcome – We Have An Infrastructure That Supports Sustainable Growth

#### Business Outcome BO114: Our Communities Are Cleaner And Greener

##### a) Glengorm landfill cell and waste transfer station, Mull, c. £1million investment in sustainable waste disposal

Over the course of this year a scheme was progressed on Mull to ensure suitable landfill capacity for the island's general waste, ensuring that waste services can continue to the current model for the next few years.

Around £800,000 was invested in a specialist, environmentally compliant landfill cell.

At the same time around £160,000 was invested in the waste transfer station at the same site. This allowed different waste streams to be sorted and transported off the island while the cell was under construction. Transferring waste off the island brings with it significant haulage costs, and is therefore not our preferred method. However, with the impending national landfill ban, this may be something that the Council needs to do in the future, taking all waste in Argyll and Bute to the central belt for processing.

The transfer station works were therefore required in the short term until the cell was completed, but also with a view to the potential future changes to waste disposal nationally.

We hadn't originally planned to construct another cell as the Biodegradable Municipal Waste (BMW) ban was originally due to come into force in January 2021, but the Scottish Government has since delayed this to December 2025.



## SERVICE ANNUAL PERFORMANCE REVIEW

### **b). Joint procurement brings savings of c. £90,000 a year**

Working with West Dunbartonshire Council, the Council secured a new waste disposal contract for our waste in the Helensburgh and Lomond area.

By joining up with a neighbouring authority we were able to realise economies of scale and have entered a new contract with Barr Environmental which will run up until December 2025 when the above mentioned BMW ban comes into effect.

As well as the savings in the cost of disposing of waste, this new joint procurement has secured a number of community benefits, including employment and apprenticeship opportunities for local people, skills for work support and support to third sector organisations.



### **c) Temporary changes to waste collection during COVID**

One of our responses to the Covid pandemic and ensuing service challenges (staff shielding etc.) was to put in place a temporary revised waste collection model whereby all waste from households was collected fortnightly (two bins per household).

Notwithstanding the Council's firm commitment to reducing the amount of waste to landfill, the only sustainable and effective way to deliver this service during the unprecedented level of service challenge brought about by the first lockdown was to change our approach, with a focus first and foremost on our customers – providing an easy to follow, simple and efficient service.

This revised model came into effect at the beginning of April, with normal service returning from the end of June.

Overall feedback on the model was positive, and our waste teams were roundly praised and appreciated by communities across Argyll and Bute as they continued to deliver this vital service during such a challenging period.

## SERVICE ANNUAL PERFORMANCE REVIEW

### Corporate Outcome – Getting It Right

#### Business Outcome BO115: We Are Efficient And Cost Effective

##### a) Decarbonisation projects

Over the course of 2020/21 we have progressed a number of schemes which will contribute to the Council's corporate goals to reduce our carbon footprint and provide for cleaner, greener transport options:

- **Fleet replacement**

We have introduced over 50 electric hybrid vehicles across the Council fleet, working towards the ban on petrol/diesel light vehicles.

The photo provides an example of some of the electric/hybrid vehicles which have recently been introduced to the fleet.

- **Electric Vehicle Charging (ELV) strategy**

We have developed a strategy for future development of our electric charging infrastructure, with an initial focus on cost recovery to ensure the current network of 28 can be sustainable into the future. The cost recovery model will also allow the future EVCs to be provided sustainably. Over the course of the following financial year we will develop a future programme to increase the network.

- **LED replacement**

Around 13,300 of the Council's 14,442 streetlights have now been replaced with energy efficient LED luminaires, with the remainder to be replaced early in the following financial year. Our streetlights previously produced 3140 tonnes of CO2 in 2015/16 – this figure reduce to 89 tonnes last year.



## SERVICE ANNUAL PERFORMANCE REVIEW

### 2. SIGNIFICANT CHALLENGES

The significant challenges faced by the Service during 2020/21. These challenges either created specific pressures on the Success Measures or impacted on delivery. Specific additional activity or mitigating actions were carried out to reduce the negative impact on service delivery.

#### Corporate Outcome – People Live Active, Healthier And Independent Lives

##### Business Outcome BO101: We Ensure Information And Support Are Available For Everyone

###### a) Customer contact versus reducing capacity

Although significant progress has been made in this area of our work over the past few years with increasing automation; availability of proactive information to reduce avoidable contact; improved business processes and service redesign, there continues to be a huge pressure in terms of correspondence.

Although further resources have been committed to this area of work, it may be the case that should a further significant improvement in customer service and engagement be desired, that further investment is required. At the very least, post-Covid we will need to undertake another round of Business Process Redesigns to see what improvements can be realised within the current establishment/processes. The pressure on back office teams to juggle a range of work streams continues to be a challenge.

Ultimately our goal is to continue with the process of channels shift, encouraging all customers to self-serve. This requires to be supported with the appropriate resources, information and expertise to provide an enhanced data set to allow for self-service.

#### Corporate Outcome – We Have An Infrastructure That Supports Sustainable Growth

##### Business Outcome BO113: Our Infrastructure Is Safe And Fit For The Future

###### a) Continuing the trend of improvement/arresting the decline in our road network

Our Annual Status and Options Report sets out the benefits of continued investment in our road network and highlights the critical risk of underinvestment. Although our network has seen a welcome improvement in recent years, we would need to spend in the region of £10million annually to maintain a 'standstill' position, and significantly more to see continued improvements.

Year on year budget consultations and public feedback has shown the importance of roads to our communities – maintaining the required level of investment is likely to be challenging in future years given the predicted decline in available capital funding. This brings with it significant engineering, economic, financial and reputational risks for the Council.



## SERVICE ANNUAL PERFORMANCE REVIEW

We continue to deliver a range of different technical solutions that are designed to be proportionate for the use of the road and take into consideration the island and rural geography of Argyll and Bute. As an example, we have made extensive use of in situ recycling which has both environmental benefits and also helps us overcome some of the logistical challenges in some geographical locations.

### **b) Increasing the pace of change to deliver on decarbonisation objectives**

Of particular concern in this area of work is the impending legislative changes and the move away from petrol and diesel vehicles. It is expected that the new Transport Scotland Electric Vehicle Strategy will set ambitious national goals, with the expectation that local authorities will deliver the bulk of the infrastructure to allow for the necessary modal shift.

While we are advanced in our planning for a future Electric Vehicle Charging (EVC) network it is expected that the pace of delivery of schemes will need to increase to match demand. It appears likely that a rolling programme of multiple annual installations will be required. This will need to be appropriately resourced. Even if the Council appoints a term contractor for EVC installations, this will require to be contract managed and reported on.

At present it is expected that there should not be any particular financial issue for the Council, as EVC development and associated project management costs are likely to be covered by Transport Scotland/Scottish Government funding. There is however a significant challenge in delivering the infrastructure to support a transport revolution, and ensuing reputational risk.

There will be similar pressures to replace the Council's fleet. In this aspect of decarbonisation work it is critical that we recognise that we must not instigate change simply for its own sake – continuity of service delivery needs to be first and foremost throughout this process. At the moment, although there have been trials of electric and electric/hybrid heavy vehicles, it remains to be seen if the current market offering is robust and resilient enough to deliver our services to the current quality specifications and frequencies.

### **c) The sustainability of our current cemetery provision**

There are significant ongoing pressures on the Council's cemeteries with some critical sites in Kintyre and on Mull approaching their capacity. The Council will require to take a view on potential future reductions in cemetery availability and options for our customers or make a significant (likely to be in the tens of millions) financial allocation to allow for significant expansion, environmental compliance, future proofing etc. of the current provision.

This is the subject of an ongoing consultation and review exercise, which will be reported to the Environment, Development and Infrastructure services committee over the course of this financial year.

## SERVICE ANNUAL PERFORMANCE REVIEW

### d) Delivering the Craignure and Iona/Fionnphort marine infrastructure schemes

Financing and delivering these once-in-a-generation marine engineering schemes will pose significant resource challenges over the course of the next financial year.

#### **Business Outcome BO114: Our Communities Are Cleaner And Greener**

### a) Working towards the 2025 Biodegradable Municipal Waste (BMW) ban and the end of the Waste Public Private Partnership contract in 2026

While these significant changes are some years away in the future the planning is already underway. The BMW ban will pose a significant and ongoing financial risk to the Council. Officers are currently engaged on a number of fronts working with Scottish Government and neighbouring local authorities to plan for/reduce the impact and to provide Members with advice and support for any lobbying activities that they may wish to undertake.

### Corporate Outcome – Getting It Right

#### **Business Outcome BO117: We Encourage Creativity And Innovation To Ensure Our Workforce Is Fit For The Future**

### a) Workforce planning

Putting mechanisms in place to succession plan and to reduce the overall age profile of our workforce, providing attractive career/growth opportunities and the ability to 'grow our own'. In particular we have had historically poor retention of graduate engineers, although with recent changes to the structure and progression pathways within our Design Team we are hopeful of having better retention in this area of the business going forward.

Of particular concern though is the age profile of our operational squads and within our middle management positions.

## 3. CONSULTATION AND ENGAGEMENT - WE ASKED, YOU SAID, WE DID....

**The following are all the consultations and resulting actions that the Service has carried out during this period.**

- a) Cemetery consultation – we consulted on possible options for the future provision of burial grounds in Argyll and Bute. As a result of the public feedback we are developing further information to allow for an additional level of public consultation and engagement
- b) Craignure Pier – we consulted on both the short and long term options earlier this year. As a result of feedback we are developing further 3D projections of the possible options to allow communities to better understand the proposals
- c) Jura-Islay ferry – as a result of public feedback and engagement we recently made changes to the service to allow for a booked-in-advance later sailing at 20.30 to provide better transport connections for those coming back to Jura from Glasgow

## SERVICE ANNUAL PERFORMANCE REVIEW

d) Traffic Regulation Orders often result in significant representation received by the Council. This brings with it a level of demand that needs to be prioritised which can often result in other less urgent tasks having to be postponed.

# SERVICE ANNUAL PERFORMANCE REVIEW

## ROADS & INFRASTRUCTURE SERVICES – ANNUAL SCORECARD 2020/21

**Road & Infrastructure Services Scorecard 2019-22**  
 Scorecard owned by: **Jim Smith**      **FY 20/21**

Infrastructure Design Team Scorecard

Network & Standards Team Scorecard

Operations Team Scorecard

Fleet, Waste & Transport Team Scorecard

Marine Operations Team Scorecard

**Management Information**

[Click here for all Business Outcomes and Success Measures](#)

[Click here for Ex. Director Kirsty Flanagan Scorecard](#)

**BO101: We Ensure Information And Support Is Available For Everyone [RIS]**

Success Measures ↑

FY 16/17    FY 18/19    FY 20/21

**BO114: Our Communities Are Cleaner And Greener [RIS]**

Success Measures →

FY 16/17    FY 18/19    FY 20/21

**BO113: Our Infrastructure Is Safe And Fit For The Future [RIS]**

Success Measures ↑

FY 16/17    FY 18/19    FY 20/21

**BO115: We Are Efficient And Cost Effective [RIS]**

Success Measures →

FY 16/17    FY 18/19    FY 20/21

**RESOURCES**

People	Benchmark	Target	Actual	Status	Trend
Sickness absence RIS	14.4	10.9	Days	G	↑
PDRs RIS	90 %	1 %	Days	R	↓

Financial	Adjusted Budget	Actual	Status	Trend
Finance Revenue totals RIS	£32,628,176	£32,603,887	R	↑

**IMPROVEMENT**

RIS Service	Total No	Off track	On track	Complete	Status	Trend
RIS Service Improvements 2017-21	12	1	11	0	A	→

Road & Infrastructure Service Audit Recommendations	Overdue	Due in future	Future - off target	Status	Trend
Road & Infrastructure Service Audit Recommendations	5	5	0	R	→

Health & Safety	Overdue	Rescheduled	Actions in Plan	Complete
Service H&S Plan Actions	0	0	0	0
H&S Investigation Actions	0	0	3	2

Customer Service RIS	Customer satisfaction	Status	Trend
Customer Charter	Stage 2 Complaints 92 %	G	↑
Number of consultations	Stage 2 Complaints 90 %	G	↑

# SERVICE ANNUAL PERFORMANCE REVIEW

## BO101: We Ensure Information And Support Is Available For Everyone [RIS]

Success Measure **G** ↑

RIS101_01-Information regarding dates, delays and changes to road and bridge works is posted on our website	Actual	100 %	<b>G</b>
	Target	100 %	
	Benchmark		

## BO113: Our Infrastructure Is Safe And Fit For The Future [RIS]

Success Measure **A** ↑

RIS113_01-The are no 'avoidable' weight restrictions in place on our roads and bridges	Actual	100 %	<b>G</b>
	Target	100 %	
	Benchmark		

RIS113_02-The percentage of roads in need of maintenance as defined by the annual survey	Actual	52.5 %	<b>G</b>
	Target	54.4 %	↑
	Benchmark	64.7 %	<b>Covid Impact</b>

RIS113_03-The percentage of the top priority routes that receive winter weather treatment that are completed on time	Actual	100.00 %	<b>G</b>
	Target	98.87 %	
	Benchmark	99.00 %	

RIS113_04-The percentage of reported potholes are repaired according to their severity	Actual	93 %	<b>G</b>
	Target	75 %	
	Benchmark		

RIS113_05-The percentage of street lighting fault repairs are completed within 10 working days	Actual	40 %	<b>R</b>
	Target	75 %	↓
	Benchmark		

RIS113_06-Complete the Local Flood Risk Management Plan	Actual	On track	<b>G</b>
	Target	On track	
	Benchmark	On track	

RIS113_07- Monitor, update and deliver the 10 Year Marine Asset Management Plan	Actual	On track	<b>G</b>
	Target	On track	
	Benchmark	On track	

## Road & Infrastructure Services Scorecard 2019-22

Scorecard owned by: **Jim Smith** FY 20/21

[Click here for Full Scorecard](#)

## BO114: Our Communities Are Cleaner And Greener [RIS]

Success Measure **G** →

RIS114_01-The percentage of waste that is recycled, composted or recovered	Actual	43.9 %	<b>R</b>
	Target	45.0 %	↓
	Benchmark	48.9 %	<b>Covid Impact</b>

RIS114_02-The number of tonnes of waste sent to landfill	Actual	18,701	<b>G</b>
	Target	21,500	↓
	Benchmark	19,000	

RIS114_03-Percentage of street cleanliness	Actual	80.0 %	<b>G</b>
	Target	73.0 %	↑
	Benchmark	67.0 %	

RIS114_04-Implement the required changes to comply with the new Biodegradable Municipal Waste (BMW) landfill ban in 2025.	Actual	On track	<b>G</b>
	Target	On track	
	Benchmark	On track	

RIS114_05-Implementing the required changes to comply with the Deposit Return Scheme (DRS)	Actual	On track	<b>G</b>
	Target	On track	
	Benchmark	On track	

## BO115: We Are Efficient And Cost Effective [RIS]

Success Measure **G** →

RIS115_01-Percentage of bins collected on time	Actual	99.0 %	<b>G</b>
	Target	96.0 %	→
	Benchmark	99.0 %	

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**ARGYLL AND BUTE COUNCIL****ENVIRONMENT, DEVELOPMENT AND  
INFRASTRUCTURE COMMITTEE****ROADS AND INFRASTRUCTURE  
SERVICES****2<sup>ND</sup> SEPTEMBER 2021**

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**ROADS CAPITAL RECONSTRUCTION PROGRAMME UPDATE 2021/22**

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**1.0 INTRODUCTION**

- 1.1 This report provides a follow up to the report presented to this Committee in March this year and provides an update on the progress of the delivery of road resurfacing and reconstruction works.

**2.0 RECOMMENDATIONS**

- 2.1 It is recommended that the Committee:

- 1) endorses the progress made on delivering the programme of capital works for 2021/22;
- 2) notes that the council has been successful in securing an additional £1.249M through the Scottish Timber Transport fund;
- 3) notes that progress updates are provided regularly on the Council website;
- 4) notes and endorses the allocation of funding for footway schemes.

**3.0 DETAIL**

- 3.1 The March EDI report confirmed Roads and Infrastructure were in the process of delivering a £10M roads capital for 2021/22, after a successful bid through the Scottish Timber Transport Scheme, we now also have an extra £1.249M secured through the Scottish Timber Transport Fund for predetermined routes within Argyll and Bute. These routes all being used to haul harvested timber.
- 3.2 The focus of the roads reconstruction programme has been to recover the network through the delivery of a mix of carriageway resurfacing schemes, patching/surface dressing and in-situ road surface recycling, which follow the principles set out within the Roads Asset Management Plan.
- 3.3 As in previous years, the roads reconstruction programme is being delivered by a mixed economy model with the Councils in-house team delivering carriageway reconstruction and patching works. The surface dressing element of the programme is being delivered by an external specialist contractor and a

number of SMEs are being used to supplement. In order to ensure that the programme provides maximum benefit to the overall network, there will be a minimum of £3.1M (£2M has been carried forward from 2020/21 Budget due to COVID-19) of surface dressing work carried out. This enables the maximum surface area to be covered which will help to seal carriageway cracks, prevent the ingress of water and reduce the amount of reactive maintenance for potholes.

- 3.4 Good progress is being made with the programme which is on schedule to be completed this financial year. Works have had to be adjusted to accommodate the additional external funding secured. The regularly updated programme can be viewed here: [Roads Capital Programme \(argyll-bute.gov.uk\)](http://argyll-bute.gov.uk)
- 3.5 Whilst the programme is currently on target for completion this financial year, Members should note that we are starting to see some disruption in material supplies, for example cement supplies in many local builders merchants have been depleted due in part to demands from other large UK construction projects, the ability for some European cement production to be maintained on reported logistical challenges due mainly to limited numbers of truck drivers. In addition to this, key materials such as cement and bitumen have seen double figure percentage increases in cost which is reflected in the actual costs of works.
- 3.6 This year's programme will see 229.3km of roadway treated which is equivalent to 10.16% of the total adopted network.

### **Footway Schemes**

- 3.7 The Council invested £0.5m for enhancing and improving footpaths and pavements in rural, remote, island and urban communities at the budget meeting in February 2021. This is in addition to the allocation of £0.4m allocated last year for green transport and travel. This provides us with a funding pot of £0.9m which has been used to form a programme of schemes which is appended to this report at Appendix 1. Members' views were sought via a communication to the Area Committee Chairs on potential schemes and where possible these have been incorporated into the programme.

## **4.0 CONCLUSION**

- 4.1 This report provides details of the proposed roads reconstruction programme for 2021/22.

## **5.0 IMPLICATIONS**

- 5.1 **Policy** - works assessed and carried out under the current Roads Asset Management Plan.



- 5.2 **Financial** - programme will be based on capital allocation for year 2021/22.
- 5.3 **Legal** - None
- 5.4 **HR** - reconstruction works delivered by a combination of in-house roads operations team and sub-contractors.
- 5.5 **Fairer Scotland Duty:**
  - 5.5.1 **Equalities - protected characteristics** – None Known
  - 5.5.2 **Socio-economic Duty** – None Known
  - 5.5.3 **Islands** – None Known
- 5.6 **Risk** - completed works will reduce requirement to repair roads and will arrest the carriageway/footway deterioration.
- 5.7 **Customer Service** - overall improvement in road surfaces and the quality of driven journeys.

**Executive Director with responsibility for Roads and Infrastructure Kirsty Flanagan**

**Policy Lead for Roads and Infrastructure Councillor Rory Colville**

**Head of Roads and Infrastructure Jim Smith**

July 2021

**For further information contact:**

Hugh O'Neill Network and Standards Manager

Jim Smith, Head of Roads and Infrastructure Service

## **APPENDICES**

Appendix 1 – Footway Programme

## Appendix 1 – Footway programme

<b>Mid Argyll, Kintyre &amp; the Islands</b>	<b>Estimated Value</b>
Harbour Street - Tarbert	£44k
Woodside Carradale - Kintyre	£41k
Kilchenzie Housing ( adopted roads) - Kintyre	£16k
Northbay and Port Ellen - Islay	£61k
Campbeltown Crossing Points (Dropped Kerbs)	£9k
Lorne Street - Lochgilphead	£39k
	<b>£210k</b>
<b>Oban, Lorn &amp; the Isles</b>	<b>Estimated Value</b>
Stevenson Street - Oban	£6k
Glencruitten - Oban	£10k
Combie Street ( block paving removal) - Oban	£29k
Shore Street - Oban	£10k
Albany Street - Oban	£19k
Drimvargie Terrace (east side) -Oban	£5k
High St - Oban	£20k
Lochnell Road - N Connel	£20k
Lora View - N Connel	£9k
Kenmore Cottages - Bonawe	£11k
Taynuilt Village main street	£31k
Salen - Mull	£11k
Bunessan - Mull	£20k
	<b>£201k</b>
<b>Bute &amp; Cowal</b>	<b>Estimated Value</b>
UC74 Hillview Walk Rothesay	£17k
UC75 St Andrews Walk Rothesay	£8k
UC76 Waverly Avenue - Rothesay	£9k
Bishop Street - Rothesay	£16k
Victoria Street - Rothesay	£6k
Rothesay Various improvements ( Dropped kerbs)	£17k
A815 Alexandra Parade FW - Dunoon	£10k
A815 Glenacre - Innellan	£28k
A815 Ardhallow - Innellan	£34k
A815 Shore Road - Sandbank	£24k
Ardenslate Road - Dunoon	£30k
	<b>£199k</b>
<b>Helensburgh &amp; Lomond</b>	<b>Estimated Value</b>
A818 Sinclair Street- Helensburgh	£12k
A814 Rhu Road Lower (Kidston to Rhu Rd Higher)	£38k
U101 East King Street (Sinclair St to Grant St)	£24k

U314 West King Street (John St to James St)	£24k
U188 Lever Road	£58k
U212 Macfarlane Drive- Arrochar	£14k
	<b>£170k</b>
Helensburgh – Cardross Cycleway (this will be used to bid for match funding)	£140k

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**ARGYLL AND BUTE COUNCIL****ENVIRONMENT, DEVELOPMENT AND  
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**WINTER SERVICE POLICY 2021/22**

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**1.0 EXECUTIVE SUMMARY**

- 1.1** Each year Members consider for approval the Council's Winter Service Policy. The format and general content of the proposed Winter Service policy 2021/22 remains similar to 2020/21.
- 1.2** The policy sets out priorities for treatment and routes which will be 'pre-treated' in advance of winter hazards. In prolonged winter conditions the policy provides for all roads to be treated with resources being allocated to focus on the hierarchy of priorities (i.e. the lower priorities will only be cleared once the higher priorities have been treated and are clear).
- 1.3** The policy is a comprehensive document setting out the management, governance and operational requirements for the winter service. The policy sets out signing provision to warn the travelling public of roads which are unsuitable for use during extreme winter conditions. The policy also provides a protocol for the reduction in use of salt and preservation of remaining stocks in the unlikely event of replenishment salt stocks not being available. This was introduced following the severe winters of 2009/10 and 2010/11.
- 1.4** It is recommended that the Committee:-
- Agrees that the £50k funding allocation for community resilience is used as part of the general winter budget.
  - Notes weather summary from 2020/21 at Appendix 1
  - Approves the 2021/22 Winter Maintenance Policy at Appendix 2
  - Endorses the Advisory signing, routes unsuitable in severe conditions at Appendix 3
  - Approves the Salt Use Reduction and Preservation of Stocks Protocol at Appendix 4.

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ARGYLL AND BUTE COUNCIL

ENVIRONMENT, DEVELOPMENT AND  
INFRASTRUCTURE COMMITTEE

ROADS AND INFRASTRUCTURE SERVICES

2 SEPTEMBER 2021

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## WINTER SERVICE POLICY 2021/22

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### 2.0 INTRODUCTION

2.1 This report presents the Winter Service Policy 2021/22 which remains in a similar format and covers a similar network to the Policy approved by this Committee in previous years, with COVID also covered. This is generally based on the network and times of the public bus service with additional priority and resources allocated to strategic high speed roads.

### 3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee:-

- Agrees that the £50k funding allocation for community resilience is used as part of the general winter budget.
- Notes weather summary from 2020/21 at Appendix 1
- Approves the 2021/22 Winter Maintenance Policy at Appendix 2
- Endorses the Advisory signing, routes unsuitable in severe conditions at Appendix 3
- Approves the Salt Use Reduction and Preservation of Stocks Protocol at Appendix 4.

### 4.0 DETAIL

#### Winter Maintenance Policy 2021/22

4.1 The proposed Winter Maintenance Policy for 2021/22, in terms of treatment standards and routes, remains largely unchanged from that approved by the Council in 2011. The number and category of pre-treatment salting routes remains the same including the amendments introduced to cater for the transfer of A83 Kennacraig – Campbeltown to the Trunk Road network in August 2014. No other direct changes to the category or length of routes treated is proposed at this time. The current level of treatments is based largely around the public bus service network.

4.2 The advisory signs of alternative routes in severe snow conditions remain similar to the four routes proposed in previous years. Details on sign configuration and locations are contained in Appendix 3 of this report.

4.3 Winter stand-by arrangements will commence on Friday 29 October 2021 and will continue until Friday 15 April 2022. There are a total of 31 treatment routes detailed in

the policy's operational planning web-based management tool. Should weather conditions dictate it may be necessary to bring forward the start date and push back the finish date. This would be determined operationally depending on forecasted weather conditions.

- 4.4 The Winter Treatment Fleet for 2021/22 will consist of 17 hired gritters from Econ Ltd. 1 contractor vehicle on Jura, one shared route assisted by 1 contractor in Lochgoilhead and 12 Council vehicles. This provides 31 main frontline vehicles with 2 spare vehicles to cover breakdowns. In addition, there are 2 x 7.5 tonne tipper vehicles which also incorporate 'multispread' units (gritting attachments) and ploughs and a further 4 x 7.5 tonne tippers that can accommodate ploughs giving a total of 6 extra vehicles that can be deployed together with tractors and 'V' ploughs if conditions demand.
- 4.5 The requirement to manage drivers' hours within the delivery of all Council Services directly impacts on the retention of the Council's Operator Licence. Drivers from across the operational teams (grounds, waste, roads) deliver the pre-treatment service, in conjunction with external contractor assistance on the islands of Jura and partly in North Cowal. In extended periods of extreme winter conditions consideration will be given, at an operational level, to prioritising services to ensure that winter treatments can be delivered. This may result, for example, in refuse collections and other services being temporarily suspended in order to prioritise the clearing of ice and snow. Such measures are only likely in prolonged periods of extreme weather.
- 4.6 Steps are being taken to increase the available driver "pool" by utilising other council drivers including grounds and waste disposal operatives. Discussions are ongoing to resource additional resilience by engaging assistance from external contractors on some mainland routes where in-house coverage is limited. In extreme and prolonged weather events and where other priority tasks occur (such as responses to road traffic collisions, collapsed culverts or COVID 19 outbreak/isolation requirements etc) resource may need to be allocated based on a risk based priority.
- 4.7 The table below indicates the statistical variations in operational activities over the last five winter seasons. Weather patterns vary with some years experiencing hazards more widespread and in others more concentrated on inland and higher routes. The equivalent full fleet runs statistic is used to indicate an approximation to the budget allowance. The application of salt varies between 10gm<sup>2</sup> and 40gm<sup>2</sup> depending on a number of factors including road surface temperature, forecast and residual salt. In parallel with these methods, grit and sand are applied in snow conditions. The route with the individual highest number of turn-outs, remains consistently the A819 East Lorn strategic route.
- 4.8 Footways and footpaths will only be treated, in periods of lasting hazard, when it is considered by the winter management team that the physical condition of the footways and footpaths makes it necessary and treatments will be effective. Footways and footpaths will usually only be treated during normal working hours. Our staffing levels are such that we generally don't have sufficient labour available to deal with footways and footpaths in parallel with treatments of the carriageway. This winter maintenance policy applies to the public road network and a limited number of 'emergency service and public transport routes. Public car parks, access to council offices, schools etc all being subject to local arrangements out with the scope of this policy.
- 4.9 In specific locations additional information and diversion signing will be erected to

further inform drivers of the hazardous conditions on some routes and advise them of alternative routes where available resources will concentrate on maintaining treatments. There are three roads where signing to indicate specific alternative routes are available. The sign is deployed for these road closures are detailed in Appendix 3.

1. A817 "Haul Rd", Lomond.  
Snow gates at A82 and A814 "central" roundabout  
Diversion via A818 Arden - A814 Garelohead
2. C46 Glen Aros / Glenbellart road , Mull Signs  
at Aros Bridge and Dervaig Primary School  
Diversion via A848Tobermory
3. C9 Glenfinart Road ( The Larach) , Cowal  
Signs at Whistlefield Hotel and Sligrachan Bus turning head;  
Diversion via A880 Cot House
4. C11 Otter Hill road ( Bealach an Drain) , Cowal  
Signs at Glendaruel A886 and Otter Ferry B8000;  
Diversion via A8003 Tighnabruaich and Kames.

Appendix 1 to this report provides a summary of the 2020/21 winter conditions.

Winter Season	2016-17	2017-18	2018-19	2019-20	2020-21
Equiv Fleet Runs	66nr	110nr	62nr	78nr	79nr
Salt used tonnes	11,457t	22,992t	13,059t	12,280t	15,753t
Most turned out run	A819 = 99nr	A819 = 162nr	A819 = 109nr	A819 = 139nr	A819 = 114nr

4.10 The Council's Winter Maintenance budget was increased by £500k in Financial Year 2019/20 to an operational budget of £2.12M. This provides the capability to deliver the equivalent of approximately 62 full runs over the coming winter season. This is an increase in estimated runs from the pre 2019/20 budgeted 55 runs, however was lower than the actual 2020/21 figure of 79 runs. The actual cost of winter maintenance is dependent upon the severity of winter conditions and is a financial risk in that the service responds in accordance with set policy to variable weather events which are not predictable, as an example in the financial year 2018/19 the Hire Gritter Supplier went into administration and thanks to strong financial procurement management the council did not suffer any detrimental financial burden, in fact we were able to save over £250k in hire costs. The amount of salt used will vary year to year depending on the grams per M<sup>2</sup> spread rate of individual runs.

4.11 Overall the financial cost for 2020/21 was £ 2.276 million against a budget of £2.122 million. The actual cost of winter maintenance will be dependent upon the severity of winter conditions and is an ongoing financial risk in that the service responds in accordance with set policy to variable weather events that are not predictable.



- 4.12 The current 2021/22 Gritter Hire Contract with Econ Ltd is valued at £916,864.00 ex VAT. This contract is over 2 years which provides better value for money than a single year procurement.
- 4.13 As of 23 April 2021, the Council held a stock of 10,670 tonnes of salt. Provisional replenishment orders will be called forward from mid-Oct, for 1,000 tonnes. This will top up capacity in storage facilities to the target starting stock of +11,000 tonnes. Salt deliveries will continue to be ordered through the winter period to keep reserves stocked. Weekly salt reserve stock lists are submitted to Scottish Government as part of a Scotland wide winter resilience plan.
- 4.14 The Salt Use Reduction and Preservation of Stocks protocol was introduced in December 2010 in light of severe shipping and material shortages experienced at that time. The protocol is attached at Appendix 4.
- 4.15 The assessment of school routes subject to pre-treatment before 08:00hrs, as required under Priority 3b of the route hierarchy, in section 4 of the Policy, has been assessed for the year after the confirmation of enrolment numbers from the autumn intake. The levels of occupancy on school bus routes have been confirmed. No amendments are required to the pre-treatment route plans and descriptions for the coming winter season 2021-22.

### **Community Engagement**

- 4.16 As part of the 2019/20 year budget settlement, Council allocated an additional £500k to offset historic overspends. £50k of this funding has been allocated to help improve community resilience during winter conditions. Due to possibly numerous factors including COVID-19, officers have had limited uptake from communities expressing interest in this initiative. The funding has effectively been used to deliver the policy treatments (delivering the policy treatments last season exceeded the budget). It is recommended that this initiative is abandoned and that the £50k is allocated towards the general winter budget.

### **Transport Scotland**

- 4.17 Following the decision to trunk the southern section of the A83, Transport Scotland are now roads authority for this section of road. Argyll and Bute Council continue to provide a winter service and reactive emergency repair service on behalf of Transport Scotland via Bear Scotland to the section of trunked A83 between Kennacraig and Campbeltown. The current 4G (Generation) contract between Transport Scotland and their network operator BEAR Scotland will come to a natural end in September 2022 when a new 5G contract will be mobilised.

## **5.0 CONCLUSION**

- 5.0 This report details the Council's Winter Maintenance Policy for 2021/22 and highlights the pressures on resources and operational effectiveness due to the constraints of future funding levels and best practice advice.
- 5.1 Committee is asked to approve the Winter Service Policy 2021/22 and note the

details in appendices 1 – 3.

## 6.0 IMPLICATIONS

- |     |                                     |   |
|-----|-------------------------------------|---|
| 6.1 | Policy                              | It is considered to be good practice for Committee to confirm policy for winter maintenance activity on an annual basis. This report seeks to achieve the above.  |
| 6.2 | Financial                           | The Council's Winter Maintenance budget was increased to £2.12M in financial year 2019/20. This provides the capability to deliver the equivalent of approximately 62 full runs of the treatment fleet over the season. The actual cost of winter maintenance is dependent upon the severity of winter conditions and is a financial risk in that the service responds to weather events that are not predictable. Should the criteria for school bus routes change this will have a financial effect on the budget. Extra costs associated with COVID-19 to ensure vehicles are properly cleaned as well as if they are off road for 72 hours in the case of contamination will also have an effect on the budget. |
| 6.3 | Legal                               | The Winter Maintenance Policy sets out the Council's level of service provision for winter maintenance  |
| 6.4 | HR                                  | Staffing levels have reduced over recent years, this can make it challenging to have sufficient staff to deal with a severe winter event. Processes are in place for external suppliers to assist in geographic specific locations with additional support being levered in by framework contracts should severe weather persist.   |
| 6.5 | Equalities<br>/Fairer Scotland Duty | None known  |
| 6.6 | Risk                                | The proposed policies are designed to reduce the Councils exposure to risk.   |
| 6.7 | Customer Services                   | The winter service has been designed to maintain access to the Councils Strategic Road Network during winter conditions.  |

**Executive Director with responsibility for Roads and Infrastructure Services – Kirsty Flanagan**

**Head of Roads and Infrastructure - Jim Smith**

**Policy Lead, Roads and Infrastructure Rory Colville**

August 2021

**For further information contact:** Jim Smith, Head of Roads & Infrastructure Services 01546 604324

## APPENDICES

1. Summary of 2020/21 winter conditions

2. 2021/22 Winter Service Policy
3. Advisory Signing – Road Closures in Severe Conditions.
4. Salt Use Reduction and Preservation of Stocks Protocol (2020 revised)

## Appendix 1 – Weather Report Summary of conditions 2020-21

### Weather Observations 2020-2021, Summary

#### Winter Season Summary, October 2020 – May 2021

A season of contrasts, with generally settled, average to mild conditions, before the new year. Wintry conditions were restricted to occasional nights with no sustained periods of frost in the first 8 weeks of the operational standby period. There was a sustained period of cold weather starting in the Christmas – New Year week and running through to the middle of January. This resulted in hard frosts and persisting ice conditions in shaded areas. Showers were of sleet, hail and snow particularly at altitude but lying for a few days at lower levels. The lowest RSTs for the season at Minus 10 Deg C were recorded in this period. Conditions fluctuated through January and February, with several “Named Storms” bringing mild wet conditions alternating with colder periods as weather fronts passed over the country resulting in alternating wind directions. March was unusually mild by comparison, with very limited sub-zero hazards necessitating treatment. As temperatures improved in clear sunny conditions the contrast at night still resulted in localised RSTs of Minus 4Deg C at times. The second part of March was mild and wet but colder conditions returned with a late dip in average temperatures during the first 10 days of April. Conditions remained marginal in late April and there was some late season Snow and Hail into May, mainly affecting higher routes with daytime RSTs reaching Plus 30 - 35Deg C in sunny spells before falling back to Plus 1 – 4 Deg C in the early hours. Weather fronts and periods of more persistent rain affected the area up to Mid-May, end of winter forecasting period.

#### Weather Observations, October and November 2020

November marked a bit of a change after a wet October, with rainfall generally near or perhaps slightly above normal. However, temperatures were generally well above average after a colder than normal October. The mean temperature for the whole month was around 1.5-2C above normal, and as a result, the number of frost events was below normal as well. This is due to winds often being out of the southwest, bringing in more sub-tropical air from the Atlantic. The first few days of the month saw a few low pressure systems bring some heavy rain and slightly cooler than normal air in from the northwest. Some chilly nights developed on the 3rd and 4th, but frost did not develop. However, by the 5th and until the second week of the month high pressure overhead and into Central Europe kept things a bit drier. There were a few chilly nights, but temperatures remain above freezing thanks for fresh breezes and patchy cloud. When low pressure tracks returned later in the second week and into the third, they brought some rain again and a few days of some colder air from the northwest. For the most part, however, winds had shifted to the southwest and were bringing in milder air from the sub-tropical Atlantic. During the third and fourth weeks of the month, the large-scale weather pattern was fairly consistent, with high pressure often to the south or southwest with the jet stream just to the north of Scotland. This kept the weather unsettled but also continued to keep the coldest polar air masses away to the north and nearer to Iceland. There were still a couple of cold nights as the occasional cold front would sweep in from the northwest followed by a brief northerly wind and a ridge of high pressure. The first of the cold snaps was on the nights of the 18th and 19th as a cold front brought in a more polar air mass. A few patches of frost developed, but patchy cloud kept many areas above zero. The second cold snap occurred on the 25th through the 28th under high pressure and partly clear skies overnight. Frost initially was quite patchy with many marginal but above zero areas, but a very cold night on the 28th saw widespread frost; Altnafoedh reached the coldest minimum of the month with a low of -2.4C, but many sensors were below zero. These cold snaps were always short-lived though, lasting only one or two days before a warm front brought milder air back in from the southwest or west. High pressure ridges behind cold fronts were the main culprits of frosty nights.

### Weather observations - December 2020

Skies cleared overnight into the 1<sup>st</sup> Dec allowing RSTs to drop over the Northern and Western mainland areas, with a minimum of Minus 2 Deg C at A886 Leanach, Minus 1.9C at A816 Salachray to Minus 0.5C at A819 Accurrach. This trend in overnight sub-zero temperature continued for the first week up until 6<sup>th</sup> December with a minimum of Minus 4.8C at A819 Accurrach on 3<sup>rd</sup> and Minus 6.5C at A886 Leanach on 4<sup>th</sup> Dec.

Temperatures recovered from 7<sup>th</sup> Dec onwards for a period up until 21<sup>st</sup> Dec. RSTs varied throughout this period and occasional treatments were mobilised in response to marginal forecasts, with 12<sup>th</sup> Dec recording a short duration dip to minus 1.9C overnight at A886 Leanach and Minus 1.7C at A816 Salachray.

From 21<sup>st</sup> Dec RSTs of Minus 1 at Leanach and Blaran progressed overnight until by the morning of 24<sup>th</sup>, all sensors recorded sub-zero overnight from Minus 0.5C at the Mull sensors to Minus 5C at Leanach. This spread of sub-zero temperatures was repeated overnight into Christmas morning.

Christmas Day became increasingly mild and wet with drizzle turning to rain, with strong winds developing overnight with the arrival of named storm "Bella" on Boxing Day. This allowed temperatures to remain 2-3 Deg above freezing for this 24 – 36 hour period. The highest winds were recorded as 48.5mph gust 15:00hrs at Ballygrant and 68.7mph gust 16:00hrs at Dervaig on 26<sup>th</sup>. Storm Bella moved south east into England and eventually the North Sea over 26<sup>th</sup>-27<sup>th</sup> Dec, with most damaging winds affecting areas well south of Argyll and Bute. For the remainder of December, RSTs continued to drop with more of the network sub-zero overnight until by 31<sup>st</sup> all sensors recorded sub-zero with inland sensors as low as Minus 7.7 Deg C at Leanach on the morning of 31<sup>st</sup> with little recovery above freezing during sunny conditions. Precipitation became less of a risk, becoming confined to hoar frosts, as clear cold conditions allowed sustained cold conditions to develop.

### Weather observations - January 2021

The cold, clear, settled conditions at the end of 2020 continued into the first week of January 2021. Sub-zero temperatures were recorded at all sensor sites throughout the period up to 7<sup>th</sup> Jan. at which point cloud cover started to allow RSTs to recover. The lowest overnight temperatures for the season so far, were generally recorded at the high level inland north-eastern sensor sites at either A886 Leanach – Cowal or A819 Accurrach – Lorn. Sub-zero RSTs were recorded at all sensor sites each night through to 7<sup>th</sup>, with Minimum RSTs recorded ranging from Minus 6.3C on 1<sup>st</sup> Jan to a record low of Minus 9.7C at Leanach on 3<sup>rd</sup>, with Blaran recording minimum Minus 7.9C overnight both 4<sup>th</sup> and 5<sup>th</sup>, with Leanach dropping to Minus 8.7C on 6<sup>th</sup>. A band of snow passed over the area in the early hours of Thu 7<sup>th</sup>, resulting in accumulations, which persisted mainly on high level inland routes, into daylight hours. Cloud cover allowed temperatures to recover slightly but with minimum Minus 4.7C recorded, again at north-eastern sensors. However drizzle falling onto sub-zero surfaces caused a "freezing rain" effect, which resulted in ice re-forming after treatments during the day. Colder temperatures returned overnight into 8<sup>th</sup> with the overnight minimum ranging from Minus 3.7C at Ballygrant-Islay and Argyle St – Helensburgh, down to Minus 8.7C Accurrach and Minus 9.3C Leanach. The coldest recorded surface temperatures of the season so far were recorded overnight into 9<sup>th</sup> Dec, with Accurrach down to Minus 9.3C and Leanach to Minus 10.1C. Cloud cover and bands of rain allowed conditions to improve overnight into 10<sup>th</sup> with minimum RSTs Minus 0.7C to Minus 1.2C. There were still incidents of persisting ice on untreated sections of the network as temperatures were slow to rise in shaded areas or cloudy conditions. The improvements continued into 11<sup>th</sup>, with wind and rain covering the area with minimum RSTs Plus 3.1C. Colder weather returned overnight into 12<sup>th</sup>, as a cold front moved over the area drawing northerly air and reducing overnight RSTs to between minus 6.2C at Leanach and minus 5.8C at Salachray, Blaran and Accurrach through to Minus 1.7C at Lochdonhead – Mull. This variable weather pattern continued, with still a full spread of sub-zero RSTs on 13<sup>th</sup> from Minus 0.2C down to minus 5.2C but with clear sunny spells during the day. A band of rain sleet and snow passed over the area

into 14<sup>th</sup>, with a distinct East / West split in conditions. West mainland and island sensors stayed positive, between Plus3C to Plus 1.1C whereas inland eastern domains dropped subzero, down to Minus 1.7C at Accurrach under persisting wintry showers through the day. The risk of overnight sub-zero RSTs diminished further into Friday 15<sup>th</sup>, with only a few sensors reporting sub-zero, however this was spread geographically with the minimum Minus1.5C recorded at Ballyrant – Islay with Accurrach and Leanach only marginal at Minus0.2C with most other sensors marginal but positive. Conditions continued to fluctuate over the next 5 nights, with marginal conditions and localised sub-zero RSTs in unsettled conditions with rain and sleet showers and light frosts on overnight cloud breaks. Named Storm Cristoph passed over England on Wed 20<sup>th</sup> with Argyll and Bute outside the area of severe weather, with heavy rain and snow well to the East and North, as the trailing edge of the storm moved in off the North Sea. Wintry showers in a northwesterly airflow brought a light covering of snow to most western domains on Saturday 23<sup>rd</sup> with more snow overnight with RST lows between Minus3.8C and Minus7.4C. Sunny intervals and scattered showers on Sunday 24<sup>th</sup> continued into Monday 25<sup>th</sup>. As the last week of the month progressed, hazards became confined to inland high level routes, with limited risk of wintry showers, Conditions were briefly milder than the previous week with limited subzero RSTs. In the final weekend, clear sunny days led to overnight Area wide frosts with minimum RSTs on 30<sup>th</sup> Minus5C and Minus6C on 31<sup>st</sup>.

### Weather Observations - February 2021

February started as January ended with generally clear cold conditions overnight into 1<sup>st</sup> but with cloud cover progressing in a Northeasterly direction. . Due to its geographical location, Argyll and Bute was sheltered from the snow falls experienced in more easterly authorities, in January and February, with very little apart from intermitted flurries on high level routes.

Overnight RSTs Ranging from Minus 0.1C at Stewarton –Kintyre to Minus 6.5C at Accurrach– East Lorn, this trend continued into Tue 2<sup>nd</sup> with only the North eastern domains recording overnight sub-zero RSTs, Stewarton Plus 1.6C to Salachray Plus 0.1C , Dervaig –Mull Minus 0.1C to Accurrach Minus 1.6C with light precipitation under cloud, of sleet and snow at higher levels in the east.

This trend for localised sub-zero temperatures at high level, inland sensors continued into 4<sup>th</sup>, with A817–Haul Rd dipping to Minus1C overnight. Low level conditions were mainly of rain and high winds causing resultant flooding and wind-blown tree hazards. Light snow showers started to affect Eastern districts on the afternoon of 4<sup>th</sup>. Cloud cover over most of the area minimised the extent of sub-zero conditions until 7<sup>th</sup>, when most rural sensors dropped between Minus0.3C Stewarton and Minus2.4C Dervaig, with a more universal drop in RST overnight into 8<sup>th</sup> of Minus1.4C – Dunoon to Minus4.8C - Accurrach.

Overnight temperatures continued to drop to lower values through the next week, with all sensors reporting sub-zero overnight. Overnight into Tue 9<sup>th</sup> recordings of Minus1.1C Dunoon to Minus7.3C Accurrach. Temperatures dropped further to between Minus3.9C Dunoon to Minus 9.0C Blaran on 10<sup>th</sup> and between Minus 3.1C Stewarton to Minus8.0C Accurrach on 11<sup>th</sup>. The easterly winds continued over the following week, allowing cold clear conditions to persist.

However unlike January this was a drier airflow, which minimised the development of excessive frosts. The temperatures overnight lessened from 12<sup>th</sup> onwards but still in the range Minus1.4C to Minus6.1C on 13<sup>th</sup>. The overnight drops in temperature reduced from 14<sup>th</sup>, with a minimum RST Minus4.2C.

The easterly airflows were overcome earlier than predicted, by stronger westerly fronts

The last sub-zero temperature was recorded overnight 14<sup>th</sup> – 15<sup>th</sup> Feb with Leanach at Minus 0.2Deg C. From mid-month onwards, the weather pattern changed to that of frequent westerly and south-westerly winds, bringing successive weather fronts in, off the Atlantic. Heavy rain and winds affected the road network, with localised flooding incidents. Temperatures fluctuated, depending on cloud cover, with some gaps between weather fronts allowing clear sunny intervals and colder nights. Temperatures dropped to between Plus 0.3C and Plus 1 Deg C on 18<sup>th</sup>, 22<sup>nd</sup> and 25<sup>th</sup> of the month but generally overnight minimum RSTs were in the banding Plus 3C to

Plus 6C through to Sunday 28<sup>th</sup> February. The last day of February saw the return of colder conditions as clear skies developed over the north of the area. There were isolated sub-zero conditions reported overnight into Monday 1<sup>st</sup> March.

### Weather Observations - March 2021

The pattern of the winter since new year continued with early March conditions similar to those in January and February. A high to the SE of the UK allowed cold clear sunny days and frosty nights to develop. Overnight minima of Minus2.3C at Leanach and Minus 2.0C Blaran with marginal Minus 0.5C briefly at A817 Haul Rd–Lomond and A849 Lochdonhead-Mull. Other domains stayed marginal but positive between Plus 1 and Plus 3 C. prolonged clear air overnight into Tue 2<sup>nd</sup> saw a development of overnight frosts in the northern domains, with Minus1.4C recorded at Blaran to Minus 0.3C at Accurrach, whilst temperatures at sensors in Southern and Eastern domains remained above freezing with Dervaig – Mull dropping no lower than Plus 5C overnight. Cloud cover allowed most domains to stay positive overnight into 4<sup>th</sup>, with only A816 and A819 sensor at Minus 1C.

A high pressure system developed over the country, bringing northerly airflows down across the North Sea, with periods of light cloud in still air developing on some nights. Clear daytime skies and sunny conditions allowed RSTs to warm considerably but cloud breaks into Friday resulted in a return to sub-zero conditions. A816 Blaran sensor showed the largest RST range, from **Plus18.5C** -12:00hrs Thu 4<sup>th</sup>, to **Minus4.4C** - 07:30hrs Fri 5<sup>th</sup>. Overnight sub-zero RSTs were limited to a few sites on 6<sup>th</sup> in intermittent cloud cover but on 7<sup>th</sup>. Northern and Western sensors recorded a range Minus0.4C down to the coldest at Minus2.1C at Ballygrant – Islay. The next week saw frequent weather fronts from the Atlantic, bringing heavy and at times, persistent rain, with minimum overnight temperatures between Plus1C and Plus6C. Localised Hail showers affected the area on Thu 11<sup>th</sup>, with RSTs dropping overnight to Minus0.2C at some sensors with hail slush visible on cameras at A816 Blaran, A886 Leanach and A819 Accurrach at 09:30hrs on 12<sup>th</sup>. Lower RSTs were recorded at Rest and Be Thankful trunk road sensor, at Minus1.3C due to hail showers.

Intermittent cloud cover allowed localised subzero RSTs to appear in NorthWestern districts on 13<sup>th</sup>, in the range Minus0.2C Accurrach, Minus0.4C Dervaig to Minus 1.1C at Leanach, with short duration hill snow on routes at 200m or above, during the morning. This gave way to marginal conditions on 14<sup>th</sup> and 15<sup>th</sup> with cloud cover keeping temperatures at or above Zero C . Clear dry days with long sunny spells and warmer nights with minima Plus 5C on 16<sup>th</sup>, Plus 1C on 17<sup>th</sup> and again Plus 5C on 18<sup>th</sup>, with no winter hazards recorded. More northerly winds allowed lows of Plus 2C on 19<sup>th</sup> and 20<sup>th</sup> and a return to localised sub-zero on 21<sup>st</sup> with Minus 1C recorded at Accurrach and Leanach. Temperatures fluctuated during the next five days but no sub-zero RSTs were recorded

A brief change to Northwesterly winds as a high developed over Iceland on 25<sup>th</sup>, resulted in marginal RSTs. A clearance on 27<sup>th</sup> allowed overnight RSTs to drop to between Minus 0.2C and Minus 1C in northern and western sensors, with a localised dip to Minus 3.8C at A819 Accurrach. This resulted in localised hill snow affecting routes above 150m, for a time in the morning. Continuous bands of rain on an elongated weather front affected Argyll from 28<sup>th</sup> March, with accumulations of over 25mm / day resulting in flooding issues. This front continued to affect the area, until it weakened and moved away south of Argyll on 31<sup>st</sup> March with overnight minimum RSTs in the range Plus 7 to Plus 9 Deg C.

### Weather observations – April 2021

The first day of the month saw a clearance early morning bringing minimum temperatures of Plus 0.4C but during the day, widespread sunny spells allowed RSTs to reach Plus 25C to Plus 27C. The clear skies caused RSTs to drop dramatically after dusk, back to marginal positive in urban and southern areas but between Minus0.2C at Ballygrant to Minus1.6C at Blaran. Clear skies allowed temperatures to rise again on Good Friday 2<sup>nd</sup>, Max RSTs of Plus 30.2C at Stewarton and Plus 32.2C at Salachray before again dropping back in clear air after dusk to minimum

generally Plus 2.5C to 0.5C in most districts but with Salachray again Minus0.2C , Accurrach Minus 0.7C and Blaran lower still at Minus 1.3C. on the morning of Saturday 3<sup>rd</sup> .

Throughout this period there was little precipitation to cause ice to form. Cloud cover overnight into Easter Sunday 4<sup>th</sup> held RSTs above freezing with minimum Plus 1.9C at Blaran and Plus 1.4C at Haul road, the lowest recorded, as a weather front travelled south over the country, drawing arctic northerly airflows behind it. This allowed a more substantial drop in overnight temperatures, with early morning minima Minus 0.2C to 1.0C in Urban areas and Minus0.9C Ballygrant to Minus 3.9C Blaran. Easter Monday 5<sup>th</sup> saw intermittent snow showers develop between sunny spells, with maximum RSTs pegged in the colder air flows, at Plus18C to Plus 22C. Any light Snow did not lie for long on road surfaces, in sunny spells. RSTs again dropped overnight into 6<sup>th</sup> with minima recorded at Salchray Minus3.3C and Blaran Minus4.3C.

Temperatures eased overnight into 7<sup>th</sup>, with positives recorded in southern domains, however Minus1.6C recorded at Accurrach, Salachray and Cnoc na Rath (Bute), with Minus2.0C Leanach and Minus 2.3C Blaran. A weather front brought heavy rain overnight, with temperatures held at Plus5.7C to Plus3.5C into Thu 8<sup>th</sup> with showers throughout the day. This cleared overnight into 9<sup>th</sup> allowing RSTs to drop again to minimum Minus2.0C to Minus2.9C at rural sensors.

Over the weekend high pressure developed over Iceland and moved towards Norway, this brought clear cold sunny days, with daytime road surfaces reaching Plus 25C to 29C by early afternoons. These gave way to colder nights and sharp frosts. RSTs dropped to Minus4.2C at Blaran and Salachray on the morning of 10<sup>th</sup> with similar lows on 11<sup>th</sup> and 12<sup>th</sup>. Cloud cover overnight and a band of rain passed over the area into 13<sup>th</sup>, holding most sensors above 0 Deg C but this cleared and brighter skies returned before dusk, with overnight grass frost and RSTs down to Minus 0.4C to Minus 1.3C at Northern inland sensors, with clears skies after some localised sea fog in the west on the morning of 14<sup>th</sup>.

The highest daytime RSTs so far were recorded around 15:00hrs on Thu 15<sup>th</sup> with **Plus 33.4C** at Blaran and **Plus 35.7C** at Salachray. Overnight temperatures in 15<sup>th</sup> and 16<sup>th</sup> were generally no lower than marginal 0C around dawn, with minor grass frosts. The continued dry weather meant there was very little road surface hazards indicated. Cloud developed in the afternoon of 16<sup>th</sup>, as weather fronts slowly edged eastwards as the High pressure weakened over Norway.

Temperatures improved with minimum Plus 2C 17<sup>th</sup>, Plus 5.7C 18<sup>th</sup> and Plus 6C Monday 19<sup>th</sup> in cloud and occasional showers. This fluctuating trend continued for the remainder of the month, with some nights clear with RSTs approaching Zero Deg C in sheltered locations or higher routes on 28<sup>th</sup> and 30<sup>th</sup> but generally milder, with minimum RSTs in the range Plus 4C to Plus 8 C overnight, as a low pressure system approached Scotland from the West.

### Weather Observations - May 2021

Although colder northerlies allowed temperatures to drop in early May, conditions were generally dry and clear during the day allowing RSTs to warm. Heavy rain from a low pressure system affected all areas on Mon 3<sup>rd</sup> May. Localised minimum RSTs gradually fell away in the evenings to around Zero to Minus 1C for one or two hours around dawn, before temperatures improved by 5 to 10 DegC in the 90mins after sun rise on 4<sup>th</sup> to 7<sup>th</sup>, with mid-day to early afternoon RSTs reaching **Plus 35C** or above, at some sensors, where clear sunny conditions persisted. Showers also affected the area in Northerly winds on 6<sup>th</sup> and 7<sup>th</sup> May, with some hail and sleet down to lower levels, before another low pressure system moved over the area during the weekend 8<sup>th</sup> / 9<sup>th</sup> May, bringing another period of heavy rain showers and clear spells. The temperatures started to show a rise overall, as southerly airflows predominated as weather fronts moved up from the south over the country on successive days through to 14<sup>th</sup> May. (Effective end of "Winter" forecast period).



Appendix 2 – 2021/22 Winter Service Policy



# WINTER SERVICE POLICY 2021-22

<b>Author</b>	Network and Standards Manager
<b>Owner</b>	Head of Roads & Infrastructure Services
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## 1. INTRODUCTION

- 1.1 Argyll & Bute Council has a statutory obligation, under Section 34 of the Roads (Scotland) Act 1984, to "...take such steps as it considers reasonable to, prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads" in the Council area, which by definition includes carriageways, footways, footpaths, pedestrian precincts, etc.
- 1.2 Argyll and Bute Council will consider implementation of the recommendations included in the UK Roads Liaison Group document - Well Managed Highways Infrastructure, code of practice (first published October 2016) within the practicalities of resources and geography. The Council, through its officers, will liaise and take guidance from the Society of Chief Officers of Transportation in Scotland (SCOTS), Winter Service Subgroup on the consistent approach to implementation, in the context of the Geographical and Climatic conditions relevant to Scotland.
- 1.3 It is the aim of Argyll & Bute Council to provide a service with respect to the above that will:-
- a) Ensure the provision of a standard of treatment appropriate to the prevailing weather conditions.
  - b) Establish patterns of working which will produce the greatest benefit from the deployed resources, with the view to reducing the level of risk and the extent of any delays to the public, caused by adverse weather conditions.
  - c) At all times comply with the requirements of the Health & Safety at Work Act 1974.

## 2. OUTLINE PRINCIPLES

The Council, through the Executive Director of Development and Infrastructure Services, will:-

- a) Set policy and strategy and monitor the winter maintenance service.
- b) Arrange weather forecasts to assist the Winter Management team to determine the daily winter maintenance treatment strategy.
- c) Provide specialist winter maintenance plant. e.g. snow plough attachments, bulk gritters, demountable gritters, towed gritters and loading shovels.
- d) Provide salt, grit, grit bins, snow gates and signing.
- e) Provide organise and manage a trained labour force.
- f) Provide non specialist plant e.g. lorries for demountable gritters, pickups, non-specialist loading equipment, hand tools, tarpaulins and the like.

- g) Provide suitable cleaning equipment for staff to sanitise their vehicles prior to and after use, as per the Working Safely in Argyll and Bute Council's Vehicles Guidance.

### 3. MANAGEMENT ARRANGEMENTS

- 3.1 The Executive Director of Development and Infrastructure Services is responsible for implementing the Council's Winter Service Policy.
- 3.2 The Head of Roads and Infrastructure Services has overall responsibility for ensuring that the Council's winter maintenance activities are carried out in line with the Council's Winter Service Policy.
- 3.3 The Operations Manager is responsible for the day to day operation of the Council's winter service policy. He is responsible to the Head of Roads and Infrastructure Services for the appointment of a Weather Service Provider (forecaster), collection of winter management and weather data, maintaining salt stocks, winter plant and communications, training of staff, preparation of rotas for on-call Managers and Area Supervisors.
- 3.4 The Operations Manager in consultation with the Network and Standards Manager shall appoint appropriate staff as Winter Managers. The Winter Manager on duty is responsible for consulting with the Duty Manager and approving the draft winter plan of action together with any subsequent updates to that plan produced by the on-call Duty Manager.
- 3.5 Duty Managers are responsible for analysing forecast data, liaising with the forecast provider and producing the daily winter maintenance action plan and gaining approval from the Winter Manager. They will ensure that the daily winter maintenance action plan is submitted to local areas for action by 15:00 hrs each day. They will monitor the weather information and make any changes to the action plan as conditions require.
- 3.6 The Operations Manager will ensure that the appointed staff in their areas are aware of and understand the strategies and priorities as stipulated. On receiving the Duty Manager's approved daily winter action plan they will ensure, through the Area Winter Supervisor, that the plan is correctly implemented. They will ensure, wherever practicable, that adequate resources are available to fully undertake the Council's Winter Service Policy.
- 3.7 Discussions will take place between Senior Management to monitor performance, at regular meetings. Any problems highlighted by the Duty Managers will be resolved at local level, where possible. Duty Managers will be relieved by other Area Office staff, from any local management responsibilities, during their weekly duty requirements.
- 3.8 Provision of the Winter Service on Council roads will normally run from the nearest Friday to the 1st November through to 15th April each season. However, this period may be extended, at either end, to accommodate prevailing weather conditions.
- 3.9 Daily communication will take place with the Trunk Roads Service provider to inform each other of their respective treatment proposals. The Council work in partnership

with the Trunk Road Operation Company and provide the winter and emergency response service for A83 Trunk Road, Campbeltown to Kennacraig section. Treatment instruction for this road is received as part of the daily TR plan and actions are recorded on the TR grit-log form and transmitted to their control room on completion.

#### 4.0 POLICY ON TREATMENT PRIORITIES

##### 4.1 Carriageway treatment

4.1.2 Prior to the commencement of each winter the Assistant Network and Standards Manager will produce carriageway gritting routes based generally on the following principles:-

<b>Priority 1</b> Strategic high speed, main traffic routes				
Lomond - A814 Dumbarton- Garelochhead, A818 Arden (A82) - Helensburgh Cowal - A815 Cairndow – Dunoon Ferry Lorn / Mid-Argyll - A816 Oban - Lochgilphead, A819 Dalmally – Inveraray				
	04:00 – 08:00hrs	08:00 – 16:00 hrs	16:00 – 22:00 hrs	22:00 – 04:00 hrs
Mon - Sat	Pre-treat as required + reactive	Pre-treat as required + reactive	Pre-treat as required + reactive	Reactive as reported conditions dictate
Sun & PH	Pre-treat as required + reactive	Pre-treat as required + reactive	Pre-treat as required + reactive	Reactive as reported conditions dictate

<b>Priority 2</b> Other “A” and “B” classified roads, Except where treatment is categorized under Priority 3 bus routes, or less.				
A814 Garelochhead –Arrochar, A815 Dunoon-Toward, A817 Haul Road & B833 Rosneath Peninsula, A880 to Ardentiny, A885 Sandbank, A886 Strachur– Colintraive, A8003 Tighnabruaich, A844 / A845 & A886 on Bute, A846 / A847 on Islay, A846 on Jura, A848 / A849, A884 & B8073 Tobermory – Dervaig, on Mull, B828 / B839 to Lochgoilhead , B842 Southend –Carradale, B843 to Machrihanish, B844 / B8003 to Easdale & Cuan, B8024 Kilberry Loop , B841 / B8025 Achnamara & Tayvallich. Plus Principal Accident and Emergency routes or roads to hospitals and routes to Police stations, Fire stations and Ambulance depot accesses Other selected streets in main urban areas e.g. steep hills, etc where route efficiency permits.				
	06:00 – 08:00hrs	08:00 – 16:00 hrs	16:00 – 22:00 hrs	22:00 – 0600 hrs
Mon - Sat	Pre-treat as required + reactive	Pre-treat in advance (if possible) + reactive	Reactive as reported conditions dictate	Reactive - only in extreme conditions
Sun & PH	Pre-treat as required + reactive	Pre-treat in advance (if possible) + reactive	Reactive as reported conditions dictate	Reactive - only in extreme conditions

<b>Priority 3</b> Any section of public road, outwith P1 & P2 above, subject to :- Main Public Service bus routes as timetables require that can be met within operational time bands. Should it be impractical to cover a service then the operator must be notified or Main School Bus routes prior to or during term days only.					
New designation		06:00 – 08:00hr	08:00 – 16:00 hrs	16:00 – 22:00 hrs	22:00 – 0600 hrs
<b>Priority 3</b>	Mon-Fri	Pre-treat as required	Pre-treat in advance (if	No treatment unless stable	No Treatment

<b>Service Route</b>		+ reactive	possible) + reactive	conditions forecast a.m.	
	W/E	Pre treat in advance of journey, if possible, but no guarantee. Timetabled days only.			
<b>Priority 3 School Route (12 or more occupied seats)</b>	Mon- Fri	Pre-treat as required + reactive	Pre-treat in advance + reactive	No treatment unless stable conditions forecast a.m. (Not Friday p.m.)	No Treatment
	No treatments out-with School Term days (apart form Sunday evenings in advance, if stable conditions forecast Monday a.m.)				

<b>Priority 4</b> All other public roads, Only as actual conditions dictate and resources are deemed to be effective.				
	06:00 – 08:00hr	08:00 – 16:00 hrs	16:00 – 22:00 hrs	22:00 – 0600 hrs
Mon - Fri	No treatment	Reactive (may include pre-treat)	Reactive – only in extreme conditions	No treatment
W/E & PH	No treatment	Reactive – only in extreme conditions	No treatment	No treatment

4.1.3 The above route priorities are set around the requirements to pre-treat in advance of freezing conditions or react to developed hazards within a reasonably practicable timescale within the confines of the resources available. Under standard conditions, pre-treatment routes are designed to be completed within 3 hours of mobilisation.

4.1.4 Where hazards re-occur after treatment or in conditions where instantaneous hazards occur, resources may be required to concentrate on re-application of several treatments prior to moving on. In such circumstances the highest priority routes, experiencing such conditions, will generally be treated first and resources will only be released to other priorities once it is determined that treatments have an expectation of remaining effective.

## 4.2 Footway and Footpath Priorities

421 At the start of each winter, the Assistant Network and Standards Manager will produce footway and footpath treatment routes based generally on the following principle.

Priority 1 - Urban Shopping Areas and Precincts

Priority 2 - Other areas of high pedestrian concentration, e.g. in the vicinity of hospitals and schools.

Priority 3 - Steep hills in housing developments and in the vicinity of residential homes for the elderly.

422 Footways and footpaths will only be treated, in periods of lasting hazards, when the Duty Manager, in consultation with Area staff, considers that their physical condition makes it necessary and treatments will be effective. They will usually only be treated during normal working hours.

### 4.3 Resources

#### 4.3.1 Labour

To ensure that an adequate labour resource is available to allow treatment to be carried out, arrangements are in place with Amenity Services section to participate in the supply of additional labour when conditions require.

#### 4.3.2 Plant

Plant to assist with the clearance of snow and spreading of salt has been provided by Roads and Infrastructure Services. Attachments to mowers to allow footpath ploughing will be fitted at the start of each season, where practicable. Footway salt spreading barrows are provided for use by available labour when required.

### 4.4 Cycleways

- 4.4.1 Only cycleways contiguous with roads and footways will be treated in conjunction with any planned treatments.

## 5. WINTER STANDBY, STANDBY PROCEDURES AND GRITTING GUIDELINES

- 5.1 The formal winter standby period for Council roads will normally be from the end of the working day on the Friday nearest to 1st November to the Friday nearest to 15th April. This period may be extended at either end as the prevailing weather conditions dictate.

### 5.2 Shift and Standby Procedures.

- 5.2.1 During the operational period, standby arrangements will be operated on a formal home standby basis, with call-out as required. Arrangements will be put in place to allow mobilisation of any frontline vehicle within 1 hour of call out.

- 5.2.2 Standby rotas will include sufficient drivers to ensure that the priority 1 routes can be treated within 3 hours of commencing treatment

- 5.2.3 On receipt of a weather forecast indicating medium to heavy snow, sufficient additional operatives will be placed on standby to cover all priority 1 & 2 routes and any priority 3 routes likely to be affected as timetables indicate, by the forecast.

### 5.3 Carriageway Treatment

- 5.3.1 Carriageways will generally be treated in the order of priority as specified in section 4.

- 5.3.2 By 13:00 each day during the winter months, having considered the most recent weather forecast, the level of residual salt on the road



Network and the available resources, the Duty Manager will compile an Action Plan for carriageway treatment for the following twenty-four hours. The Winter Manager will review, recommend any adjustments if needed and then approve the proposed plan.

- 53.3 Precautionary treatment for frost and light snow will be spread at a target rate of 10g/m<sup>2</sup> of salt.
- 53.4 Precautionary treatment for conditions where frost is forecast after rain should be delayed as long as possible to reduce loss of salt due to wash-off. This should not preclude the treatment of routes during showers where freezing of rain on contact has been predicted, or is reported.
- 53.5 Precautionary treatment when heavy snow falls are expected should be at a rate of between 20 and 40g/m<sup>2</sup> of salt according to the anticipated severity of snowfall and confidence level of the forecast.
- 53.6 In conditions where current snowfall is forecast to continue, substitution of salt with abrasive materials, sand or grit, will be instigated until such time as showers cease and any use of de-icing materials are deemed to be more effective. In extreme or persisting conditions, all material spreading will cease until there is an expectation that any deposits will remain on the carriageway and be effective in aiding traction.
- 53.7 In marginal conditions, consideration will be given to limiting treatment to known localised areas prone to icing. During periods of prolonged freezing conditions in the absence of precipitation, spot salting of areas of persistent seepage will continue while hazards remain.
- 53.8 Where areas of seepage from adjoining land are recorded on a regular basis, these will be identified and pre-emptive rectification of the drainage system will be instigated.  
Land owners will be notified of their requirement to carry-out such work as it affects public roads. The Council will take necessary steps to effect repairs, in the absence of any undertaken by landowners and pursue recovery of costs accordingly.

#### 54 Footway and Footpath Treatment

- 54.1 Treatment of footways and footpaths will be by a combination of mechanical and manual operation. In large urban areas footway salting will be carried out by purpose built spreader barrows with a nominal design spread rate of 50g/sq.m.
- 54.2 Salt will only be utilised where ice and frost are the main hazard. In all snowfall conditions, physical clearance will be the priority with sand / grit spread thereafter to aid traction.

- 5.4.3 Treatment of footways and footpaths will normally only be carried out during the normal working day as resources permit. In most cases additional resources should be mobilised at local level as conditions dictate. The Winter Manager and Duty Manager will be kept informed of all additional resources mobilised by local management.

## **6. SNOW CLEARANCE STRATEGY**

### **6.1 Carriageways**

- 6.1.1 On receipt of a weather forecast indicating medium to heavy snow, carriageways should be treated in accordance with section 5.3.5. When the forecast is for rain turning to snow or the snow prediction is marginal the salting operations should be delayed accordingly.
- 6.1.2 When forecasts indicate that there will be medium or heavy snow falls, the Duty Manager will instruct that all vehicles capable of being fitted with ploughing devices will be so equipped.
- 6.1.3 Salting should be continued or be restarted when snow is falling, as conditions warrant however sand / grit must be used to preserve de-icing materials until such time as it can be used effectively.
- 6.1.4 Snow ploughing will commence as soon as it is considered that the operation will be effective. Generally snow can only be ploughed effectively at depths exceeding 30mm.
- 6.1.5 Spreading treatment of ploughed surfaces will be carried out when it is considered that the material will have the most beneficial effect. The normal case on two lane carriageways will be for spreading treatment to be started when the second lane is being ploughed, generally in the return direction. However in persisting snow conditions the spreading of materials shall be delayed until clearance of accumulations is effective.
- 6.1.6 Resources should generally be allocated to clear roads in the order of priority shown in section 4, but with precedence being given to those areas which have experienced the heaviest snow falls and drifting
- 6.1.7 Where slush is formed it should be ploughed as soon as practicable to avoid the risk of rutting should there be a further significant drop in temperature which might result in freezing conditions.
- 6.1.8 Where snow hazards are predicted to persist or develop intermittently throughout the night, consideration will be given to continuing action in some circumstances. Mainly in cases where a break in operations may result in hard packed snow or other conditions difficult to treat on resumption.

6.1.9 Individual circumstances, such as access for emergency services or other lifeline service vehicles will normally take precedent over the above route priority arrangements.

6.1.10 Where it is judged that a road cannot be kept open, early closure in liaison with the Police in a planned manner, should be initiated. Direct consultation at local level must be maintained where conditions are changeable and in some circumstances this may mean discussions on site between local Supervisors and Police officers.

6.1.11 In specific locations additional information and diversion signing will be erected to further inform drivers of the hazardous conditions on some routes and advise them of alternative routes where available resources will concentrate on maintaining treatments. There are three roads where signing to indicate specific alternative routes are available.

1. A817 "Haul Rd" , Lomond.  
Snow gates at A82 and A814 "central" roundabout  
Diversion via A818 Arden - A814 Garelohead
2. C46 Glen Aros / Glenbellart road , Mull  
Signs at Aros Bridge and Dervaig Primary School  
Diversion via A848Tobermory
3. C9 Glenfinart Road ( The Larach) , Cowal  
Signs at Whistlefield Hotel and Sligrachan Bus turning head;  
Diversion via A880 Cot House
4. C11 Otter Hill road ( Bealach an Drain) , Cowal  
Signs at Glendaruel A886 and Otter Ferry B8000;  
Diversion via A8003 Tighnabruaich and Kames.

6.1.12 Road closures will be reported to the Director, Head of Service, Operations and Network Standards Managers' as soon as practicable, with immediate notification transmitted to Traffic Scotland and local radio stations where appropriate.

## 62 Footways and Footpaths

621 Where footways and footpaths are covered with light accumulations of snow i.e. less than 30mm, treatment will consist of the application of Sand or Grit as described in section 5.4. of this document.

622 Where snow depths exceed 30mm footways clearance will be carried out where practicable by pedestrian operated or ride on powered footway ploughs. This will be enhanced by manual clearance when necessary i.e. where access precludes the use of the above plant.

623 Snow clearance of footways will normally only be carried out during the normal working day and as resources permit.

**7. ASSISTANCE FROM EXTERNAL CONTRACTORS**

- 7.1 Roads and Infrastructure Services provide labour and non-specialist plant as specified. In some districts, mainly islands, resources are limited and private contractors are used to provide cover to comply with this policy.
- 7.2 In areas of the network remote from the main depots, sub-contractors are engaged to provide the full winter service provision in parallel with the in house council resources.
- 7.3 In severe weather conditions additional resources can be drafted in from local private contractors to supplement those of the Council. Arrangements are made through the Operations Manager to contact these contractors in advance to determine their availability and formulate contingency plans for contact and mobilisation. The Winter Manager and Duty Manager will be kept informed of all additional resources mobilised by local management.

**8. SALT ETC.**

8.1 Provision of Salt

- 8.1.1 Salt or other de-icing materials will be supplied through the Network and Standards Manager. An annual supply contract shall be let prior to the start of the winter season.
- 8.1.2 Onsite sampling and testing shall be carried out in each area as the Network and Standards Manager deems necessary. The Network and Standards Manager will ensure that sufficient stocks of Salt and Abrasive materials are maintained at each storage location.

8.2 Storage of Salt

- 8.2.1 Where practicable salt shall be stored under cover to prevent leaching, improve handling and to reduce treatment times. A programme of upgrading salt stores with permanent roofs will be undertaken as quickly as practicable and as financial, planning and operational considerations allow.
- 8.2.2 Storage facilities will be loaded out prior to the commencement of operations and stock levels will be monitored weekly to assure optimum supplies are available throughout the season. Stores will be kept as full as practicable as protection from the weather allows and minimum stock levels will dictate optimum re-ordering procedures.
- 8.2.3 Weekly totals of all salt quantities delivered, transferred or issued as treatments will be collated for each storage location and e-mailed to HQ for central collation from 12:00hrs each Friday.
- 8.2.4 Requests for additional salt will be included in these weekly e-mails and calling forward of orders will be co-ordinated centrally through the Roads

Procurement Officer, with the supply contractor to provide the most efficient means of optimising stock levels.

83 Use of Salt and Salt / Abrasive Mixtures

- 83.1 Preservation of salt or other de-icing materials for use where they are most effective should be a consideration when formulating a treatment plan. Service resilience must be taken into consideration at all times.
- 83.2 All routes will be pre-treated with pure rock salt, as the most effective method of preventing freezing of wet surfaces or melting of previously formed ice. However on predominantly rural routes affected by snow, grit may be added at 1:1 salt/grit mix to aid traction and break up compacted layers. In severe conditions or when supplies are restricted, pure Sand / Grit will be employed to preserve de-icing stocks.  
In wholly urban areas, salt only should be applied to the carriageway at all times. Salt should be spread at the designated spread rates as determined by the Duty Manager.
- 83.3 The grading of salt and grit for mixtures shall be such that 100% will pass a 6.3mm sieve but less than 1% passing a 2mm sieve.
- 83.4 Grit bins should be filled with a 3:1 grit/salt mix, initially at the start of the season. Continued replenishment in times of persisting hazard will be purely of Sand / Grit to preserve de-icing materials and only when resources permit.
- 83.5 Provision of Salt to other departments of the Council or other Contractors will be restricted to maintain the resilience of the Roads and Footways Winter Service within the terms of the Salt preservation Protocol.

84 Calibration and control of Salt Rates of Spread

- 84.1 The Operations Manager will ensure, through the Fleet Manager that all spreaders, permanent and demountable, are maintained in such a manner as to optimise the salt feed and regular checks of the calibration shall be carried out. Records of all tests and alterations to the calibration shall be maintained for inspection.
- 84.2 All spreaders shall have limiting devices fitted such that spread rates cannot exceed 60g/m<sup>2</sup>. The device may be fitted in such a manner as to allow it to be temporarily disconnected to assist the clearance of blockages.

85 Grit Bins and Grit Heaps

- 85.1 Grit heaps and grit bins are normally placed on routes not included on the Priority 1 – 3 pre-treatment network, or on sections of these routes where additional self help facilities are considered advantageous. They are provided to allow the public to use the salt/grit mix to treat localised hazards on carriageways and footways on the public adopted network.

- 85.2 Grit heaps will be situated on rural road verges predominantly on bends, junctions or steep sections. They shall be placed at distances which provide a reasonable volume of material over the extent of any problem area as, if material has to be carried too far, it is unlikely to be used. Consideration will be given to the environmental impact associated with tree roots, hedges and watercourses.
- 85.3 Grit Bins will normally be situated in urban areas or where leaching from grit heaps in rural areas is likely to have an environmental impact. They are placed similarly to rural grit heaps to provide an additional self help facility in streets such as at bends, junctions, steep sections of carriageway or footway or close to schools and other public buildings where delays in planned treatments may result in persisting hazards. Care must be taken in locating bins to avoid impeding sight impaired pedestrians or access to public utilities or roads authority apparatus. Generally where practicable, grit bin sites will allow material to be carried downhill to treat sections of the public network
- 85.4 Replenishment of material to grit heaps or bins will be carried out as regularly as conditions of use require, within the confines of available resources. Sites in regular use may require more frequent visits and the mix of material may vary as operational resources and stocks of available materials permit. This may depend on the overall salt resilience capability of the Council in times of prolonged severe weather conditions.
- 85.5 Requests for the locating of additional grit heaps or grit bins in urban areas will be considered using the following criteria.
- Is the request relevant to the Council asset of adopted roads and footway network?
  - Is there a genuine need for an additional facility, based on local knowledge, the type of hazard of concern and any accident history? The criteria for locations in 8.5.2 & 3 above will apply.
  - The proximity of similar facilities will be considered, as provision of bins and heaps often leads to further requests in similar locations.
  - The overall volume of bins and heaps will have an impact on the ability to provide an effective replenishment operation.
- 85.6 A register of grit bins shall be maintained by the Network and Standards Manager and their location and suitability will be reviewed annually. Grit bins will be serviced and all debris and litter removed prior to the start of the winter season. Initial replenishment of heaps and bins will be carried out prior to the start of the formal standby period, where practicable.

## **9. PLANT RESOURCES AND SERVICING PRACTICES**

- 9.1 All winter maintenance plant will be serviced, overhauled and made ready for use, at least two weeks before the designated start of the winter period. All servicing and maintenance of specialist winter maintenance plant will be the responsibility of

the Operations Manager. The Council's Fleet Services section, maintain all plant and equipment for the user departments. The Fleet Manager will inform the Operations Manager of any deterioration in the effectiveness of any items of Winter Maintenance Plant.

92 Any short fall in resources caused by the removal of plant from service, during the winter period, should be reported to the Operations Manager by the Duty Supervisor. The Operations Manager will then seek ways to address the problem. Where additional fleet vehicles are available, these will be prepared as back-up units, either in advance of operations or as soon as practicable whenever a shortfall in vehicles arises.

93 The Operations Manager will ensure that all major items of plant are made operational by the start of the standby period. A programme of trial runs will be drawn up, to allow all items of plant to be tested and have all their accessories fitted to ensure readiness for the winter period. The trial runs will be carried out on a depot by depot basis during normal working hours.

## **10. WEATHER FORECASTING AND MONITORING**

10.1 DTN Group , Antwerp, (formerly MeteoGroup, London) have been contracted to provide the road forecast for the period 1<sup>st</sup> October to 15<sup>th</sup> May each winter period. Access to forecast information will be gained via the local area networks at Council offices during office hours, or by a broadband router link from Duty Manager's homes. Information is available on a bespoke website for weather information and partially backed up by e-mail. In the event of a system failure it will be possible to obtain the forecast information by fax to the Duty Manager's Office or verbally out of hours to their home.

10.2 The contract with DTN Group provides for a twenty-four hours consultancy arrangement. Forecasters are available throughout the winter period by telephone, to discuss weather matters and clarify details with department staff.

10.3 The text forecast is augmented by other services as necessary, including the use of RADAR and satellite images to study precipitation patterns. There are fourteen Road Sensor stations, owned by the Council and maintained by DTN Group's partner Vaisala Ltd, giving atmospheric and surface conditions, situated throughout the Argyll and Bute road network.

## **11. OPERATIONAL COMMUNICATIONS**

### **11.1 Vehicle / Duty Supervisor / Depot Communications**

11.1.1 Winter maintenance vehicles are provided with a cellular telephone, such that contact may be maintained with the Duty Supervisor or depot at all times. When it is considered safe to do so, manning of vehicles fitted with effective communications facilities, will be limited to the driver only.

11.1.2 The fleet of 31nr frontline, route specifically allocated and 2nr back-up, winter maintenance vehicles are fitted with satellite tracking and data-

logging equipment, provided by Trackyou Ltd. Vehicles can be monitored through web access, in real time during operations and their actions are recorded and archived for future reference. One other private contractor owned vehicle is employed on pre-treatment operations on the Isle of Jura where in-house resources are limited.

11.13 Throughout the period of winter standby, the Operations Manager will ensure that staff are available to receive calls from the Police and other appropriate agencies. Call out rotas will be provided to the Operations Manager, adjacent authorities, management agents and the Police.

## 11.2 Communications with Police Scotland, Roads Policing Section

11.21 It is important that the strong partnership, formed with the Police, is maintained. Information relating to severe weather conditions will be communicated to the Police at the earliest possible opportunity. The Duty Manager will consult fully with the Police when it becomes necessary to arrange road closures and when there is a need to move abandoned vehicles.

11.22 The “out of hours” emergency rota will be issued to the Police by the Operations Manager. This will be confirmed to the Police Area Control Room at Helen Street, Glasgow on the Friday start to each weekly duty shift.

11.23 The Duty Manager will arrange for the daily action plan to be e-mailed to the four main local Police offices each day. This will also include a confirmation of the Area Supervisors’ and Duty Manager’s out of hours contact telephone numbers.

11.24 The Duty Manager will take due regard of all reports received from the Police, concerning dangerous road conditions and give consideration to them, in line with the Council Policy, in deciding the action to be taken.

## 11.3 Communications with other Agencies and Motoring Organisations

11.31 BEAR Scotland, the North West Trunk Roads term contract operator will be sent the daily action plan and out of hours contact information, each day throughout the winter period.

11.32 The Duty Manager will inform Glasgow City Council ; Roads and Lighting Faults Call Centre , R.A.L.F. , of the out of hours contact numbers for the following weeks shift and any amendments necessary thereafter. Contacts with Scottish Fire and Rescue and Scottish Ambulance Service, control rooms are included in this transmittal process.

11.33 The Winter Manager will inform Traffic Scotland when severe weather conditions are causing delays to traffic movement.

## 11.4 Communications with the Public



- 11.41 The Winter Manager will post details of the 24hour winter treatment plan each day no later than 1400hrs on the winter maintenance page of the council website.
  - 11.42 Enquiries from the public will normally be dealt with by the Customer Access Centre during normal working hours.
  - 11.43 Consideration will be given to the placing of warning signs, alerting drivers to the possibility that road surface hazards may develop outwith treatment times will be placed at the interface of Priority 1 to Priority 2 & 3 routes
  - 11.44 Leaflets explaining the extent of treatment routes, their priority and hours of operation will be prepared and where necessary updated, in advance of each season. These will be distributed by electronic means or to all local area Council premises and other public access buildings and establishments, such as filling stations and shops. Further copies may be issued as mail-drops or inserts to local newspapers.
  - 11.45 The Winter manager will ensure that any disruption to the network is reported through the internal service disruption noticeboard on the council website.
- 11.5 Media
- 11.51 National radio, television and national press enquiries should be dealt with by the Director or the Head of Service or through the Council's Press and Media Relations Office.
  - 11.52 Local radio and press should be dealt with by the Head of Service or by the Operations and Network and Standards Manager.
  - 11.53 The Head of Service, Operations or Network and Standards Manager will be advised as soon as practicable if conditions deteriorate such that major routes have to be closed.

**12. INSTRUCTION AND RECORD KEEPING.**

- 121 The management of the Instruction, Recording and Archiving of daily winter Action plans is automated, by use of a bespoke winter maintenance management tool provided by Vaisala Ltd.
- 122 Vaisala – Road DSS Manager is the web based system which allows access by managers and supervisors simultaneously, to post instructions and record actual activities on each specific pre-treatment route as operations progress. Details will include some or all of the following:-
- a) Details of the routes treated.
  - b) The start and completion of treatment on a specific route.
  - c) Type of treatment carried out.
  - d) Driver and other operator details
  - e) Quantity of materials used
  - f) The prevailing weather conditions.
  - g) Any contacts by Police regarding reactive requirements
  - h) Details of any plant breakdowns, accidents or incidents.
  - i) Any other problems
- 123 In parallel to the above recording system, vehicle activities are recorded on the “Trackyou” - vehicle tracking system. Reports and map based graphical records can be run to confirm and clarify in more detail, the recorded activities.
- 124 All records are archived in separate remote servers and can be retrieved through web access by any authorised user, at any time after a plan has been completed.
- 125 Additional records of all telephone calls related to winter operations are kept by all duty supervisors and managers. These are completed at the end of each shift, collated and filed centrally for future reference.

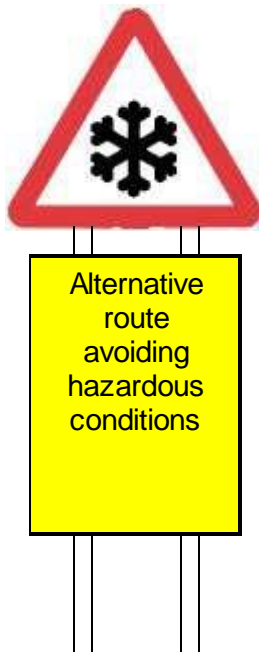
End – Winter Policy Document

### Appendix 3 – Advisory signing, routes unsuitable in severe conditions

In specific locations additional information and diversion signing will be erected to further inform drivers of the hazardous conditions on some routes and advise them of alternative routes where available resources will concentrate on maintaining treatments. There are three roads where signing to indicate specific alternative routes are available.

5. A817 "Haul Rd" , Lomond.  
Snow gates at A82 and A814 "central" roundabout  
Diversion via A818 Arden - A814 Garelochhead
6. C46 Glen Aros / Glenbellart road , Mull  
Signs at Aros Bridge and Dervaig Primary School  
Diversion via A848Tobermory
7. C9 Glenfinart Road ( The Larach) , Cowal  
Signs at Whistlefield Hotel and Sligrachan Bus turning head;  
Diversion via A880 Cot House
8. C11 Otter Hill road ( Bealach an Drain) , Cowal  
Signs at Glendaruel A886 and Otter Ferry B8000;  
Diversion via A8003 Tighnabruaich and Kames.

#### Example of typical information sign



Sign on permanent display during Winter Season.

Road Closure in conjunction with temporary signs when conditions dictate.



## **APPENDIX 4 Salt Use Reduction and Preservation of Stocks Protocol.**

### **Argyll and Bute Council WINTER SERVICE – OPERATIONS 2021/22**

#### **Protocols for the reduction in use of salt and preservation of remaining stocks.**

##### **Storage Capacity, Stock Transfers and replenishment times**

Storage capacity in all 15 “Operational” salt stores has been increased by 3,500tonnes to approximately 14,000tonnes, since 2009, through phase 1 of the covered tunnel construction programme. The 3,000tonne plus capacity Dome in Helensburgh, although an operational store, has an element of strategic storage.

For national salt resilience purposes, daily usage is calculated on 2 Priority WRC1-3 network treatments and one WRC4 “other routes” treatment in each 24hr period.

This equates to 375tonnes/day at normal use levels, 600tonnes/day for heavy snow.

The West of Scotland Co-ordination Group, Roads sub-group agreed that Roads Authorities should achieve a minimum storage capacity of equivalent to 70% of the average total salt usage of the last three severe winters. This equates to a minimum 11,650tonnes for Argyll and Bute.

However the target tonnage for the start of each season, 1<sup>st</sup> November may vary, as replenishment of some stores are related to shipping capacity and availability, however a minimum 11,000tonnes is considered reasonable. This equates to 28 continuous days supply at Winter Policy treatment levels.

As the national salt supply contract has an allowance of 21days to fulfil delivery from point of order, the minimum resilience required in normal conditions equates to four weeks operations or approximately 60% of the new capacity, at 10,000tonnes. In practice, reduced quantities of 6,000tonnes before replenishment are acceptable. This equates to a resilience of 16 days operations, at normal treatment levels.

Within this total quantity, material may require to be moved between stores to preserve a degree of individual resilience in each of the operational stockpiles around the network. Internal transfers between stores ensure adequate stocks are available as much as practicable to maintain a consistent treatment regime throughout the network. In this way the hierarchy of route treatments can be preserved as per the policy, for as long as practicable within any delivery shortage period.

#### **Operational Decision techniques to Manage Salt use.**

Winter Service Policy already recognises the need to preserve salt primarily for the prevention or treatment of ice on higher speed carriageways. 3Grit:1Salt mixes are already utilised in Grit Heaps and Bins and in the reactive treatment of footways.

Salt preservation techniques can be instigated on carriageway treatments where forecasts or conditions indicate that a mixture of salt and grit will provide the best treatment to aid traction. The winter operations decision to use 50/50 mixes should only be for this purpose, rather than to preserve supplies. In periods of falling snow, Grit only should be used on “return” ploughing legs until such time as snowfall ceases and there is an expectation that salt will melt any residual snow after ploughing.

In settled constant dry conditions Residual Salt levels on carriageways allow the curtailment of further treatments, as part of the daily operational plan.

## **Reduction in Salt use in treatments, to preserve remaining stocks.**

Where salt stock levels reduce and replenishment activities are doubtful in either quantity or timescale, the use of salt will be curtailed under the following procedures.

<u>Salt Preservation level</u>	<u>Circumstances</u>	<u>Authorised by.</u>
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### **SP1 Total Operational Stocks reduce to 6,000tonnes Winter Manager**

This level will be reached in conditions of reasonably prolonged hazardous conditions or where extreme conditions reduce the effectiveness of salt. The supply chain for salt replenishment may become of national importance and Transport Scotland and West of Scotland Co-Ordination Group advice may be received.

#### **First Operation:- Activate replenishment from Strategic Stockpile at Helensburgh Dome**

Depending on the likely delay in replenishment, part of the Strategic stockpile may be moved to other operational stores. The quantity will be determined by the potential delivery date for shipping, to replenish the Helensburgh store from King George 5<sup>th</sup> Dock Glasgow and other western stockpiles, via Argyll ports. The transfer of each 1,000 tonnes of stock will provide a further 4 days resilience within the operational stores, at normal use rates.

**Resilience:- 4 - 12days at normal use levels 375t/day : 2 - 6 days heavy snow 600t/day**

#### **Second Operation:- Activate Salt Preservation Measures.**

Salt treatments will be reduced. Spread rates adjusted from 40g/m<sup>2</sup> to 20g/m<sup>2</sup>, or 20g/m<sup>2</sup> to 10g/m<sup>2</sup>. Further reductions in the salt content of all carriageway treatments will be achieved by mixing Grit and Salt together, firstly at 1Grit:1Salt then 2Grit:1Salt.

In extreme frosts where RSTs remain below -5C all day, and salt is considered to be ineffective, additional treatments of pure Grit on all routes can be instructed to aid traction. Grit heaps, bins and footway treatments will remain at 3grit:1Salt.

**Resilience:- 32days at reduced use SP1 = 188t/day : 20days heavy snow**

### **SP2 Total stocks reduce to 4,000tonnes Head of Service**

Salting treatments will be curtailed to Priority 1&2 pre-treatment routes only (1205 km)  
The SP1 salt mixing techniques will be used in all further SP levels.

All other treatments will be of pure Grit including replenishment of grit bins / heaps.

**Resilience:- 25 days at reduced use SP2 = 156t/day : 15 days heavy snow**

### **SP3 Total Stocks reduce to 2,000tonnes Executive Director**

Salting will be reduced to one treatment per 24hr forecast period, of the Priority 1&2 network, usually 06:00hrs mornings, in advance of the majority of traffic movements.

All other treatments will be of pure Grit including replenishment of grit bins / heaps

**Resilience:- 25 days at reduced use SP3 = 78t/day : 15 days heavy snow**

### **SP4 Total stocks reduce to 1,000tonnes Chief Executive**

Salting reduced to Priority 1 and Priority 2 "A" class routes only 06:00hrs. (492km)

All other roads and mobilisation times, Grit only.

**Resilience:- 32 days at reduced use SP4 = 31t/day : 20 days heavy snow**

### **SP5 Total Stocks reduce to 700 tonnes Chief Executive**

Effectively **2 days resilience at original policy normal use**. The trigger point for application to Scottish Executive Emergency Salt stockpile. Release of salt, allowing replenishment out with the normal constraints of the national salt supply contract.

**Resilience:- 22 days at reduced use SP5 = 31t/day : 13 days heavy snow**

**Total resilience: SP1 (2nd Op) > SP5 (end) = 68 days : 41 days heavy snow.**

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**ARGYLL AND BUTE COUNCIL****ENVIRONMENT, DEVELOPMENT AND  
INFRASTRUCTURE COMMITTEE****ROADS & INFRASTRUCTURE  
SERVICES****2<sup>ND</sup> SEPTEMBER 2021**

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**FLOOD RISK MANAGEMENT UPDATE**

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**1.0 INTRODUCTION**

- 1.1 This report provides an update on progress with flood risk management activities across Argyll and Bute including news actions which are in development.
- 1.2 The report details work complete on the Local Flood Risk Management Plans, flood monitoring network, flood risk management WDM system, flood studies and schemes in development, coastal adaptation plans and watercourse inspections.

**2.0 RECOMMENDATIONS**

- 2.1 It is recommended that the Committee endorse this report.

**3.0 DETAIL****Local Flood Risk Management Plan 2016-2022**

- 3.1 Flood studies and recommended options for Oban, Lochgilphead, Tarbert, Clachan, Helensburgh, Dunoon and Kilcreggan were submitted to SEPA in December 2019 for prioritisation.
- 3.2 Initial responses for each study has been provided. The Council will assess SEPAs responses and report back as required to support the prioritisation process.
- 3.3 SEPA and COSLA are currently reviewing the lessons learnt from the Cycle 1 funding, prior to awarding funding for schemes in Cycle 2.

**Local Flood Risk Management Plan 2022-2028**

- 3.4 A significant amount of work has been undertaken in preparation of the next Local Flood Risk Management Plans in collaboration with SEPA.

- 3.5 Draft objectives to be undertaken during Cycle 2 (2022 – 2028) for each target area have been determined. EDI Committee approved the publication of the draft list in June 2021. Public consultation begins on 30<sup>th</sup> July 2021 for a three month period.
- 3.6 Consultation responses will be reviewed with SEPA in November 2021 with the final draft being prepared in December 2021. The final draft will be presented to the EDI Committee in December for publication approval.
- 3.7 SEPA continue to have issues relating to the December 2020 cyberattack and there is some risk in terms of timescales.

### **Flood Monitoring Network**

- 3.8 A multiyear contract has been awarded to Hydrologic to provide maintenance, telemetry and warning services for the Council's rivers level monitoring network. A provision for the set-up of additional sites has been included with agreed fixed fees. This provision builds on the flood risk systems already in place and will help to maintain and utilise existing infrastructure designed to provide early warning and resilience in weather events.
- 3.9 The multiyear contract allows for improved financial forecasting as annual maintenance costs are known, however breakdown/ failure of equipment has to be managed appropriately.
- 3.10 Email and SMS warnings will continue to be provided to our operations teams to manage an appropriate response. Members should note that as part of the routine work carried out by Roads and Infrastructure our teams carry out inspections and clearance of trash screens, guard and culvert entrances at known areas of potential concern. Inspections and clearance are generally carried out prior to a known weather event, this work is designed to maximise the capacity and capability of various waterways and reduce flood risk.

### **WDM – Flood Risk Management System**

- 3.11 A cloud based WDM flood risk management system is currently being developed. The WDM system is the same system utilised for asset management of the road network, bridge and wall stock, lighting and other associated assets. The WDM Flood Risk Management System will enhance and assist in the recording and management of:
- Flood incident reporting
  - Watercourse inspection
  - Watercourse clearance and repair
  - Flood protection schemes register
  - Providing resilience for flood and weather events

### **Study/ Scheme Works**

- 3.12 **Campbeltown Flood Protection Scheme** – separate update has been provided,



in summary a tender process is being progressed with the tender returns being used to inform the financials in a full business case prior to contract award.

- 3.13 **Rothesay Flood Study and Flood Protection Scheme (FPS) Performance Review** – this study will assess the river and coastal flood risk to Rothesay, while carrying out a review to known issues with the existing FPS. Ground investigation and borehole monitoring will assist in establishing any seepage through the existing flood walls which may be contributing to the frequent flooding on the esplanade.
- 3.14 **Tigh Dearg Road, Kilcreggan** – design and tender preparation is currently underway for the replacement of an existing combined sewer with two separate culverts to alleviate flooding to the upstream drainage network. Consultations with Scottish Water are ongoing.
- 3.15 **Antrim View, Islay** – cooperation/ agreement is being sought from a landowner to reduce flood risk to local properties, adopted road and their own business property. The Council have undertaken Phase one of the works to increase culvert capacity in anticipation of further works being completed by the landowner. Council's Legal department is determining appropriate responsibilities.

#### **Coastal Adaptation Plans/ Shoreline Management Plans**

- 3.16 SEPA are currently developing guidance on developing coastal adaptation plans which will be shared with Responsible Authorities (ABC is a responsible Authority).
- 3.17 Initial work scoping has been completed, to further define SEPAs breakdown of the coastline into process units. These units have been ranked either red, amber or green for combined flooding/ erosion risk.
- 3.18 A draft scope / specification for coastal adaptation plans will be developed during Rothesay Flood Study to further investigate the process units into smaller management units.
- 3.19 The management plans will ultimately define actions for each area.
- 3.20 It is increasing likely that coastal adaptation plans will become a statutory requirement for local authorities. As further information emerges from Scottish Government and/or SEPA Members will be updated with any significant development.

#### **Watercourse Inspections**

- 3.21 The development of the WDM system will allow for a simplified approach to prioritising watercourses for inspection, clearance and repair works as required under the FRM Act.
- 3.22 Currently watercourse inspection, clearance and repair works are rarely carried out due to available resources and budget restrictions. The use of the WDM

system will help to simplify the process and provide an asset management inventory and record. Officers are also exploring the use of drone surveys to capture watercourse data, this has the potential to simplify the inspection process particularly for sites with challenging access/visibility.

#### **4.0 CONCLUSION**

- 4.1 This report provides an update on progress with flood risk management activities across Argyll and Bute including news actions which are in development.

#### **5.0 IMPLICATIONS**

- 5.1 Works are in accordance with the Local Flood Risk Management Plan 2016 - 2022 as endorsed by Council and the Council's Flood Risk Management Policy.

Local Authorities have powers under Flood Risk Management (Scotland) Act 2009 "to manage flood risk and to take forward a flood protection scheme."

- 5.2 Financial – The current capital and revenue budget allocation is supporting the ongoing projects activities.
- 5.3 Legal – Support is requested as required, primarily in relation to riparian ownership responsibilities.
- 5.4 HR – None
- 5.5 Fairer Scotland Duty – None
- 5.5.1 Equalities - protected characteristics – None
- 5.5.2 Socio-economic Duty:  
Socio- economic and environmental benefits.  
Reduce social disadvantage.
- 5.5.3 Islands: Various flood risk sites on islands.
- 5.6 Risk – SEPA currently have issues with recent cyberattack and there is some risk in terms of times frames.
- 5.7 Customer Service – None

**Executive Director with responsibility for Roads and Infrastructure Kirsty Flanagan**  
**Policy Lead for Roads and Infrastructure Cllr Rory Colville**

For any further information please contact:

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**ARGYLL AND BUTE COUNCIL****ENVIRONMENT, DEVELOPMENT AND  
INFRASTRUCTURE COMMITTEE****ROADS & INFRASTRUCTURE  
SERVICES****2 SEPTEMBER 2021**

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**CAMPBELTOWN FLOOD PROTECTION SCHEME**

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**1.0 INTRODUCTION**

- 1.1 This report provides an update on progress with the Campbeltown Flood Protection Scheme (CFPS), including work completed, key dates and risks going forward.

**2.0 RECOMMENDATIONS**

- 2.1 The Committee is asked to:

- Endorse this report and note that the full Business Case will be brought back to EDI Committee in December 2021. Construction of the final scheme will be subject to approval of Full Business Case prior to tender award.

**3.0 DETAIL****Background**

- 3.1 The Environment, Development and Infrastructure (EDI) Committee on 5 December 2019 confirmed the Campbeltown Flood Protection Scheme (CFPS) with modification and recommended to Council to approve additional budget to take the project to tender readiness.
- 3.2 In line with Section 65 of the Flood Risk Management (Scotland) Act 2009, Scottish Ministers directed, under Section 57 of the Town and Country Planning (Scotland) Act 1998, that planning permission for the development is deemed to be granted, subject to conditions.
- 3.3 Confirmation Notice was issued from 15 May 2020 to 26 June 2020 inclusive, in accordance with paragraph 11 of Schedule 2 of the Flood Risk Management (Scotland) Act 2009. CFPS became operative six weeks after Notice of its confirmation was first published in a locally circulating newspaper, as is required under paragraph 10(2)(d) of Schedule 2 of the above Act, as no appeals in accordance with paragraph 12 of Schedule 2 of the above Act were made against the Scheme in the period of the Confirmation Notice.

- 3.4 CFPS is the first scheme being promoted in Argyll and Bute under the Act and has received £3.972m of Scottish Government funding to date. The scheme is estimated to cost £9.330m and this would be 80% funded by the Scottish Government (£7.464m) and 20% by Argyll and Bute Council (£1.866m).
- 3.5 The EDI Committee on 3 June 2021 approved the issuing of the invitation to tender for CFPS works.

### **Stakeholder Consultation**

- 3.6 Significant consultation has been undertaken during development of the scheme with stakeholders. This has included statutory stakeholder workshops with Scottish Water, SEPA, Scottish Natural Heritage and the local Planning Department to discuss section of the preferred scheme. We have also had significant consultation with the local community during the scheme development. The level of engagement has been successful with only three objections to the scheme from affected land owners. These were resolved successfully with minor amendments to the design and the scheme noticed again as modified. Officers will continue to engage with the local community as the scheme progresses particularly when planning construction work which by its nature will involve some managed disruption.

### **Design Progress**

- 3.7 The Principal Designer has completed 95% of the design.
- 3.8 Draft Controlled Activities Regulation (CAR) Licence has been approved by SEPA. Official licence will be submitted w/c 2<sup>nd</sup> August.
- 3.9 Discharge of planning conditions is being completed as part of the detailed design progresses. Several planning conditions have been written into the contract documents and will become the responsibility of the Principal Contractor through the contract.

### **Land Acquisition**

- 3.10 A review of required land acquisition is being carried out by the Council's technical advisors, there may be a possibility of reducing the required land take.
- 3.11 Some areas of land have been identified as part of a value engineering exercise which can be realised whilst increasing storage capacities along Tomaig Road.
- 3.12 Colleagues in Estates are currently assisting the project team by negotiating compensation arrangements for acquisition and rights of access.

### **Tenders**

- 3.13 Construction tender selection stage has been completed. Five successful contractors will be invited to tender. One submission did not meet the

requirements of the selection stage criteria.

- 3.14 Construction tender is due to be issued week commencing 23 August 2021.
- 3.15 Property Flood Resilience Supply & Installation tender is due to be published w/c 6<sup>th</sup> September 2021.

### **Full Business Case (FBC)**

- 3.16 A paper detailing the full Business Case will be brought back to EDI Committee in December 2021, this business case will be informed financially by the tender returns. Construction of the final scheme will be subject to approval of the Full Business Case prior to tender award.

## **4.0 CONCLUSION**

- 4.1 The work to progress CFPS has been going on target and the project is continuing to progress to the next stage.

## **5.0 IMPLICATIONS**

- 5.1 Policy – Works are in accordance with the Local Flood Risk Management Plan 2016-2022 as endorsed by the Council. Local Authorities have powers under Flood Risk Management (Scotland) Act 2009 “to manage flood risk and to take forward a flood protection scheme.” Campbeltown Flood Protection Scheme would enable Argyll and Bute Council to enact this power under the Flood Risk Management Policy.
- 5.2 Financial – The Scottish Government will fund 80% of the project cost with 20% required from the Council up to a maximum contract value of £9.33m. Some of the Council’s 20% share is included within the current capital plan, with the remainder set aside from the loans review gain reported to Council in February 2020.
- 5.3 Legal – Property Flood Resilience (PFR) – Property owners in receipt of funding for PFR measures will be required to sign a legal agreement, which sets out procedures for the works and acceptable obligations for the Council.

Granted Planning Permission will expire on 30 April 2023, unless the development has been started.

- 5.4 HR – None
- 5.5 Fairer Scotland Duty:
  - 5.5.1 Equalities – None
  - 5.5.2 Socio-economic Duty: As outlined in the Outline Business Case

5.5.3 Islands – None

5.6 Risk –

Abortive Fees – If the scheme is not progressed the Council will be liable for legal fees incurred by land owners to date. This is currently estimated to be £75k.

If the scheme is not progressed as per the LFRMP, the Council will forfeit the potential for 80% funding from the Scottish Government and may require to reimburse SG those funds already provided expressly for this purpose.

If we do not proceed, this would potentially negatively and financially impact all other current LFRMP actions from future execution.

5.7 Customer Service – None

**Executive Director with responsibility for Roads and Infrastructure Kirsty Flanagan**

**Policy Lead for Roads and Infrastructure Cllr Rory Colville**

For any further information please contact:

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Elsa Simoes (Infrastructure Design Manager), Tel: 01546 604531 or

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**ARGYLL AND BUTE COUNCIL**

**ENVIRONMENT, DEVELOPMENT  
AND INFRASTRUCTURE  
COMMITTEE**

**DEVELOPMENT AND  
ECONOMIC GROWTH**

**2 SEPTEMBER 2021**

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## **Tackling Digital Exclusion in Argyll and Bute**

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### **1.0 EXECUTIVE SUMMARY**

- 1.1 The purpose of this report is to present before members of the Environment Development and Infrastructure Committee, a set of options and criteria for the £250K Tackling Digital Exclusion Fund that the council approved at its budget meeting in February 2021.
- 1.2 Five Options are outlined in the report with an associated options appraisal conveying each options advantages and disadvantages.
- 1.3 At this moment in time officers are still waiting for the release of the full R100 intervention area, as of 21<sup>st</sup> July 2021 officers have been advised that this is still 4-6 weeks away. This is due to the R100 North lot intervention area being with Building Digital UK (BDUK) for assurance. BDUK are currently working with the Scottish Government and Openreach to close off questions from their technical reviewers after which it will be submitted to the board for approval.
- 1.4 The following options have been developed after detailed discussions with Government Officials from both the UK and Scottish Governments together with the private sector infrastructure providers.
- 1.5 It is recommended that Members:
  - a) Approve that £10k of the £250k fund is used to start a marketing campaign to target low take-up areas for Superfast Broadband.
  - b) Approve that the remaining £240k be distributed as outlined in Option 2.

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**ARGYLL AND BUTE COUNCIL**

**ENVIRONMENT, DEVELOPMENT  
AND INFRASTRUCTURE  
COMMITTEE**

**DEVELOPMENT AND  
ECONOMIC GROWTH**

**2 SEPTEMBER 2021**

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## **Tackling Digital Exclusion in Argyll and Bute**

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### **2.0 INTRODUCTION**

2.1 The purpose of this report is to present before members of the Environment Development and Infrastructure Committee, a set of options and criteria for the £250K Tackling Digital Exclusion Fund that the council approved at its budget meeting in February 2021. The options are described in detail below with the advantages and disadvantages for each option also identified.

### **3.0 RECOMMENDATION**

3.1 It is recommended that Members:

- a) Approve that £10k of the £250k fund is used to start a marketing campaign to target low take-up areas for Superfast Broadband.
- b) Approve that the remaining £240k be distributed as outlined in Option 2.

### **4.0 DETAIL**

#### **4.1 Argyll and Bute Council's Tackling Digital Exclusion Fund**

The purpose of the Tackling Digital Exclusion fund was outlined in the approved motion which stated the following:-

“Establishes the Tackling Digital Exclusion Top Up Fund to support communities and in some cases individuals that are missing out on national programmes due to logistics and economies of scale. While vouchers are available from the UK and Scottish Governments in some cases these do not cover the full cost of infrastructure builds. Instructs the Executive Director with

responsibility for Development and Economic Growth to bring a report outlining criteria for distribution to the EDI Committee in June.”

- 4.2 It is recommended that £10,000 of the Fund is used to start a marketing campaign to drive take-up of available Superfast Broadband. Working with the councils Community Planning Partnership (CPP). It is proposed that a targeted campaign in low take-up areas be established. This will also potentially identify reasons of take-up failings whether it be knowledge, desire or affordability.
- 4.3 For the remainder of the fund, there are 5 potential options and criteria for application of the fund and these are outlined below. This is then followed by a summary appraisal table with each of the options ranked accordingly, with Option 2 being the preferred option recommended by Officers. The options have been developed after detailed discussions with Government Officials from both the UK and Scottish Governments together with the private sector infrastructure providers.
- 4.4 **Option1: Work with Scottish Government Voucher Team to top-up SBVS where required, at individual premises level, to allow that premise Gigabit Speeds 100Mbps**

Scottish Government have identified that a £5k grant would be sufficient to provide a **Superfast Broadband** solution, capable of speeds of **30MBps** or above, (whether it be via a fixed, wireless, 4G or satellite solution) to *every* individual premise across Scotland.

Vouchers are used to subsidise any installation costs associated with delivery of a service, including any equipment that delivers a connection into an address, such as new fibre connections, satellite dishes, outdoor mobile antennas and broadband routers. Vouchers do not cover monthly broadband service charges. Successful applicants require to sign a contract with a broadband provider for a minimum of 12 months. If they terminate the agreement within the first year they may be subject to a termination fee, payable to the supplier, and repayment of the subsidy value of the voucher. Vouchers are provided, on application, to the broadband service providers/operators, not to individual members of the public.

It should be noted that the above voucher scheme is not considered by Council officers to be a truly future proofed solution given this can only be achieved through a full fibre connection to properties which provides **Gigabit** speeds of **100MBps**. Therefore officers have suggested to Scottish Government Officials that Argyll and Bute Council could provide top-up vouchers to enable the premises to receive Full Fibre Gigabit connectivity.

Scottish Govt. officials have however stated that R100 was the provision of a Superfast Broadband connection (30MBps or above) and not necessary a full fibre Gigabit connection (100MBps or above).

Scottish Government officials do though anticipate that, in the roll out of the R100 programme, full fibre connection to properties will be the default position.

Scottish Government officials also highlighted that the voucher limit of £5k, was set to cover all properties across Scotland therefore questions would be asked as to why Argyll and Bute required additional funding within the local authority area. It was also indicated that other local authorities have had similar discussions with Scottish Government officials and had been given similar advice, directing them away from following this proposal.

In some cases, rural addresses may be eligible to combine Scottish Government voucher funding of up to £5,000 with funding from the UK Government's Gigabit Broadband Voucher Scheme (GBVS) which provides £1,500 for rural homes and £3,500 for rural businesses. If this is the case, broadband suppliers take this into account automatically and manage this on the individual's behalf.

In short, if for example you have poor broadband speeds you could apply for a Scottish Govt. voucher now and receive a broadband speed of at least 30MBps or above. However what that individual does not know is whether their premise is set to be covered under the R100 programme which could mean they are due to receive full fibre solution to the premise giving broadband gigabit speeds of 100MBps. The dilemma is does the individual take the voucher now or decide to wait for the roll out of R100?

It is still considered that Argyll and Bute Council have a strong case to work with Scottish Government Voucher Team to top-up SBVS and the UK Governments Gigabit Voucher where required, at individual premises level, and Scottish Government officials are speaking internally again to their policy and voucher teams on the matter.

The maximum top up funding the Council would provide would be £2,500 per premise to allow Gigabit speeds of 100MBps.

**4.5 Option 2: Work collectively with local communities who have identified connectivity failings where current vouchers do not meet the necessary financial requirements to achieve Gigabit Speeds 100MBps.**

This will need a legal contract drawn up between different Communities and the Council to ensure that funding being provided by the local authority is paid directly to the private sector infrastructure provider. For example, Openreach are the infrastructure provider that Jura Community Council entered into a Community Fibre Partnership (CFP) with.

This is necessary to ensure that Subsidy Control (The new term for State Aid) is adhered to, as the Council cannot pay the infrastructure providers directly

This option is considered the one by officers to best target the local communities and assist their digital connectivity out with the national digital schemes.

- 4.6 **Option 3: Defer the fund until the full R100 intervention area is released and premises not included in the R100 programme are clearly identified. The fund would then supplement the Scottish Government vouchers and the UK Government's Gigabit Broadband Voucher Scheme (GBVS) for premises excluded from R100 working in association with the Scottish Government and UK Government's Voucher Teams.**

Whilst this option would target premises that clearly would be left behind out with the R100 programme, there will be a significant delay in delivery given there is no intervention area yet published. Significant work will be required to engage with communities, or individuals, that are not included in the R100 programme.

- 4.7 **Option 4: Utilise the funding to provide hardware, smart boards, computer training for village halls or community hubs.**

The Council could administer the fund as a competitive challenge fund for local communities to bid into, to secure grant funding for IT hardware for use in their local village halls or community hubs. Application criteria would be established and the challenge fund advertised.

A maximum amount could be applied to ensure more than one community benefits for example £10k-£20k. This option however does not address access to superfast broadband of at least 30MBps or future proof with gigabit capability 100MBps.

- 4.8 **Option 5: Utilise the funding to invest in business parks to provide Gigabit capability.**

The Council could administer the fund as a competitive challenge fund for business parks across Argyll and Bute to bid into, to secure funding to provide Gigabit capability. This would make business parks more attractive for developing business to invest in and could attract potential match funding through HIE or SE for example.

This would future proof business parks with Gigabit capability 100MBps. A maximum amount could be applied per Business Park to ensure more than one business park benefits for example £50k per Business Park.

- 4.9 The following appraisal table details each option and the potential criteria that could be applied. The appraisal table also gives an indication of how many premises could potentially benefit from the funding mechanism applied.
- 4.10 Based on the latest information provided by Digital Scotland, within Argyll and Bute there are a total of 57, 493 premises. At present 47,327 of these premises have access to superfast broadband speeds of 30MBps or more.
- 4.11 This leaves 10,166 premises eligible for the Scottish Govt. voucher scheme or alternately due to be covered within the R100 programme.
- 4.12 Option 2 is currently officers preferred option as this targets communities already identified as lacking in suitable digital connectivity. There is currently 2 community within Argyll and Bute who have already engaged with Openreach looking at a community fibre partnership (CFP). One as you know is the Jura Gigabit Island Project and second is James Lithgow of Ormsary Estate he has received potential costings for two programmes and is looking to extend this towards Kilberry. Initial cost estimates are over £500k with the estate doing most of the civils themselves.
- 4.13 Additionally officers have also identified premises in the Pennyghael area of Mull that are currently out with existing programmes however these might come into scope on full release of the R100 intervention area.

### Option Appraisal Table

Option	Advantages	Disadvantages	Rank
<p>1:- Top Up Scottish Government Broadband Scheme voucher plus the UK Government Gigabit voucher to achieve 100MBps at individual premise level.</p> <p><b>Criteria:</b> ABC will provide a £2,500 max top up for ever premise eligible for Scottish Govt voucher scheme plus the UK Gigabit voucher scheme.</p> <p><b>Potential No. of Beneficiary Premises:-</b> 100</p>	<p>This could be the easiest option to administer - UK Govt or Scottish Govt could administer on ABC's behalf, along with their own established voucher schemes.</p> <p>Full fibre connection to the premise will be future proofed, providing Gigabit broadband speed 100MBps.</p>	<p>May have political implications as Scottish Govt consider £5k adequate for all premises across Scotland to reach Superfast Broadband speeds of at least 30MBps.</p>	<b>2</b>
<p>2:- Work with local communities who have already engaged with broadband service providers and have identified connectivity failings where current aggregated vouchers do not meet the necessary financial requirements to achieve Gigabit 100MBps.</p> <p><b>Criteria:</b> Define Community Group project as two or more residents or</p>	<p>This could achieve future proof Gigabit speeds (100MBps)</p> <p>Precedent set with the Jura Gigabit Island - project supported by the allocated £50k Crown Estates Fund.</p>	<p>Will need a legal contract or Memorandum of Understanding (MOU) drawn up between different Communities and the Council.</p>	<b>1</b>

<p>business whom get together to combine their vouchers towards the shared cost of installation. ABC will provide a £1,300 max top up for each premise eligible with a combined total maximum of £50k per community.</p> <p><b>Potential No. of Beneficiary Premises:-</b> 192</p>	<p>Similar level of intervention as applied per property on Jura to achieve Gigabit capability.</p>		
<p>3:- Defer the fund until the full R100 intervention area is released.</p> <p><b>Criteria:</b> ABC will provide a £2,500 max top up for ever premise eligible for Scottish Govt voucher scheme.</p> <p><b>Potential No. of Beneficiary Premises:-</b> 100</p>	<p>Would allow targeting premises that would clearly be left behind and out with R100 programme.</p>	<p>There would be a delay in delivery until R100 intervention area is released. Significant work required to engage with communities, or individuals, that are not included in the R100 programme.</p>	<b>3</b>
<p>4:-Utilise the funding to provide hardware, smart boards, computer training for village halls or community hubs</p> <p><b>Criteria:</b> ABC set funding criteria and a max level of grant £10-20k per application.</p> <p><b>Potential No of Beneficiary Communities:</b> 12</p>	<p>The Council could administer the fund as a competitive challenge fund for local communities to bid into, to secure grant funding for IT hardware for use in their local village halls or community hubs.</p>	<p>Resource intense to administer. Would not address access to Superfast broadband 30MBps.  Would not future proof with Gigabit capability 100MBps.</p>	<b>5</b>
<p>5:- Utilise the funding to invest in business parks to provide Gigabit capability.</p> <p><b>Criteria:</b> ABC set funding criteria and a max level of grant £50k per application.</p> <p><b>Potential No of Beneficiary Business Parks:</b> 5</p>	<p>The Council could administer the fund as a competitive challenge fund for business parks to bid into, to secure funding to provide Gigabit capability. Would make business parks more attractive for developing businesses to invest in. Could attract potential match funding through HIE or SE for example.</p>	<p>Resource intense to administer.</p>	<b>4</b>

## 5.0 CONCLUSION

- 5.1 The roll of digital infrastructure continues across Argyll and Bute. Modern digital connectivity promises a number of direct economic and social benefits to our communities. The Scottish Government has always maintained however that the initial R100 programme will not reach every premise in Scotland and that additional funding, or alternatively, innovative technological solutions will be required to ensure delivery. Given the increasing importance of digital connectivity to our communities it is now imperative that every premise across Argyll and Bute receives equitable coverage notwithstanding our geographical and dispersed population challenges in Argyll and Bute. The new digital fund created by the Council can assist with this objective of digital coverage. Members are asked in to consider the identified options and agree officers preferred option, which they will take forward, working with the Scottish Government and commercial operators as appropriate.

## 6.0 IMPLICATIONS

- 6.1 **Policy** – the Single Outcome Agreement (SOA) and Economic Development Strategy and its associated Action Plan support improvements in the digital infrastructure across the whole of Argyll and Bute.
- 6.2 **Financial** – Across Scotland funding of £600M has been committed to the R100 programme across Scotland and the council has committed £250k of capital funding to tackle digital exclusion. There are no direct financial implications to the Council at this time arising from the contents of this report.
- 6.3 **Legal** – None albeit there may be a need to enter into legal negotiations with third parties depending on which option is taken forward.
- 6.4 **HR – None.**
- 6.5 **Fairer Scotland Duty:**
- 6.5.1 **Equalities** – the differing nature of the deployment of new digital technology has the potential to lead to inequalities in terms of access to digital services including those which support business and personal development.
- 6.5.2 **Socio-economic Duty** - there is an overall risk that the economic and social benefits rising from modern digital infrastructure are not fully realised if there is not equitable access across Argyll and Bute.
- 6.5.3 **Islands** - There are risks that islands which do not benefit from digital infrastructure could become less attractive locations within which to live and work which could have implications in relation to the SOA objective of growing the population.
- 6.6. **Risk** - The various programmes are reliant on new technology and innovation which is developing rapidly. Some projects are reliant on commercial operator decisions to invest whilst grant funding is necessary for many aspects of digital



infrastructure improvement in Argyll. These aspects all create a level of uncertainty around the extent of infrastructure improvements.

- 6.7 **Customer Service** - improvements in broadband and mobile technology helps deliver additional opportunities for digital based customer services.

**Kirsty Flanagan, Executive Director with responsibility for Development and Economic Growth**

22/07/2021

**For further information contact:**

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Digital Liaison Officer

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Appendix 1

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**ARGYLL AND BUTE COUNCIL**

**Environment Development and  
Infrastructure Committee**

**Development and Economic Growth**

**3rd June 2021**

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**Digital Update**

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**1.0 EXECUTIVE SUMMARY**

- 1.1 The original purpose of this report was to bring, to the members of the Environment Development and Infrastructure Committee, a set of options and criteria for the administering of the £250K Tackling Digital Exclusion Fund that the council approved at its budget meeting in February 2021. However due to the current complexity of the Scottish Government's R100 contract, that will see significant investment in Argyll and Bute, it is proposed that these options be delayed. A paper will instead be brought to the September ED&I meeting, as at this point the full R100 intervention area will have been published. This will enable officers to present a clear direction, ensuring that the fund targets those premises that require further assistance to provide the much needed connectivity.
- 1.2 This report will provide an overview of the current position of the ongoing Scottish Government Reaching 100% (R100) programme and explain the reasons behind the delays to the implementation to this national initiative.
- 1.3 The report also provides an update on the proposed bid to the UK Govt.'s Rural Gigabit Fund as Scottish Govt. officials have given an early indication that these remote sites are now covered within the forthcoming R100 programme.
- 1.4 Finally, the report provides a brief summary of the current position for the ongoing plans for the implementation of the Gigabit Jura proposals that is part funded through Crown Estate funding previously agreed by the council at its February 2021 budget meeting.

**2.0 RECOMMENDATIONS**

- 2.1 The recommendations are:-.

- (i) To note the progress of the R100 programme and delays that have hindered its progress and the measures Scottish Government have taken to mitigate these delays.
  
- (ii) For members to agree to pause further development of a bid to the Rural GigabitFund (renamed "Place") until the full intervention area of the R100 is released, with the recommendation that these sites have been given early indication by Scottish Government officials that they are covered within the R100 Programme.

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**ARGYLL AND BUTE COUNCIL**

**Economic Development and  
Infrastructure Committee**

**DEVELOPMENT AND ECONOMIC GROWTH**

**3rd June 2021**

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**Digital Update**

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**3.0 INTRODUCTION**

- 3.1 The original purpose of this report was to bring, to the members of the Environment Development and Infrastructure Committee, a set of options and criteria for the administering of the £250K Tackling Digital Exclusion Fund that the council approved at its budget meeting in February 2021. However due to the current complexity of the Scottish Government's R100 contract, that will see significant investment in Argyll and Bute, it is proposed that these options be delayed. A paper will instead be brought to the September ED&I meeting, as at this point the full R100 intervention area will have been published. This will enable officers to present a clear direction, ensuring that the fund targets those premises that require further assistance to provide the much needed connectivity.
- 3.2 The report provides an overview regarding the progress of the Scottish Government's Reaching 100% (R100) initiative.
- 3.3 This is a very complex and costly programme that if not done correctly could have significant impact of rural communities across the area. It is essential that there is cross departmental cooperation to ensure any issues are mitigated at the earliest opportunity.

**4.0 RECOMMENDATIONS**

4.1 The recommendations are:-

- (i) To note the progress of the R100 programme and delays that have hindered its progress and the measures Scottish Government have taken to mitigate these delays;

- (ii) For members to agree to pause further development of a bid to the Rural Gigabit Fund (renamed "Place") with the recommendation that these sites have been given early indication by Scottish Government officials that they are covered within the R100 Programme.

## 5.0 DETAIL

### **Update on Scottish Government's R100 Digital Programme**

- 5.1 The roll out of digital infrastructure in rural areas of the country across the UK has proven to be problematic despite the funding provided by national Governments. The situation has been complicated further on account of changing political commitments and objectives together with a significant delay in the delivery of the North R100 intervention area. The R100 is a £600M Scottish Government investment to reach premises that were not reached in the original Digital Scotland Superfast Broadband (DSSB) programme. These premises are located in some of the remotest and geographically challenging parts of our area, including our island communities, resulting in very high implementation costs.
- 5.2 As part of this programme Scotland was split into 3 Lots North, South and Central. Most of Argyll and Bute is in the North Lot apart from Helensburgh and Lomond Area which are in the Central Lot. South and Central Lots had contracts signed in December 2019 but the North Lot had its preferred bidder status challenged. This challenge was finally settled out of court and the contract with BT was signed December 2020.
- 5.3 As a result of this challenge Building Digital UK (BDUK) requested that an Open Market Review (OMR) had to be undertaken to ensure that public money was not being spent on areas that had already seen investment or was going to in the next 3 years. This resulted in the remodelling on the intervention area that saw around 20,000 premises removed and 10,000 added into the programme resulting in a net reduction of 10,000 premises across the whole North Lot. This remodelling is still ongoing and the full intervention for the North Lot is expected in the next few months. Due to the delays it is anticipated that the contract will extend now to 2026.
- 5.4 To ensure that the Scottish Governments commitment, to meet 100% Superfast Broadband coverage across Scotland by 2021 was met, the Scottish Broadband Voucher Scheme (SBVS) was established. The SBVS was a £5,000 voucher to every premise that was not in an R100 intervention area. An interim voucher (IVS) of £400 is available to every premise that is in an intervention area but will not see a connection until after 2021.
- 5.5 Officers have been given early sight of some of the premises that are in the R100 programme and these premises are eligible for the Interim Voucher Scheme. Appendix 1 of this report details some screenshots showing some of these locations.

### **Argyll and Bute Council's Tackling Digital Exclusion Top Up Fund**

- 5.6 The purpose of the Tackling Digital Exclusion fund, as outlined in the budget proposal, was to assist Argyll and Bute communities that were out with current

Government programmes or out with delivery scope through commercial providers such as BT.

- 5.7 After lengthy discussions with Government Officials from both the UK and Scottish Governments, together with the private sector infrastructure providers, it has been established that due to numerous factors, identifying delivery options for the fund, is at the moment not possible.
- 5.8 Due to the complex nature of the R100 contract and partial release of the intervention area it is proposed that officers delay the options appraisal until the September ED&I. This will avoid spending funds where it is not required.

#### **Update on bid to UK Govt.'s bid to the Rural Gigabit Fund**

- 5.9 Members are also asked to consider whether officers should continue their current work with Capita and the DCMS on the development of a bid for full fibre to the premise at a number of rural remote sites. This initiative was examining the securing of DCMS funding to a number of our remote schools and other key sites to provide a public service in areas on the Ross of Mull, Glendaruel, Tayinloan and Easdale. Early indications from the Scottish Government suggests that these locations are included in the R100 premises although this is not confirmed. It should be noted that there is currently no definitive timescales associated with the R100 build yet. However Scottish Government officials consider that these premises will be in the early stages of the programme build.
- 5.10 If officers continue with the bid, and the timeline for R100 build is excessive then this would allow the option to de-scope these premises from the contract and progress with an earlier build date. However there is a risk that de-scoping will result in further remodelling of the R100 contract which could result in further delays.

#### **Update on Gigabit Jura Programme**

- 5.11 The work on the **Gigabit Jura programme** is continuing to progress. Contractors have been appointed and are on site. This programme joined up two objectives to provide a better solution for all. This was achieved through utilising the Scottish Government's investment in the Scottish 4G Infill (S4GI) programme and the Openreach Community Fibre Partnership (CFP) to future proof two 4G mast sites on Jura (Craighouse and Ardlussa). This investment would effectively install a full fibre network across the whole inhabited part of this remote island community. That said the project remains reliant on the Scottish Government paying for the fibre backhaul instead of being radio linked. The Government appears to have agreed to pay for the backhaul and the full fibre network is funded utilising community pledged vouchers. These vouchers came from the DCMS Gigabit Vouchers and SBVS. Members are aware that the council agreed to utilise an element of Crown Estate funding to help assist the delivery of this important

project with significant economic and social benefits for the community if it can be delivered.

- 5.12 A site visit with Roads Officers, Openreach and Contractors went very well with the contactors even agreeing that the original survey was not accurate and did not highlight a number of the issues that were outlined by Council Officers during a conference call undertaken before going on site. Officers are still waiting on a wayleave clarification for one section and work plan for another section.

## 6.0 CONCLUSION

- 6.1 The rollout of digital infrastructure continues across Argyll and Bute. Modern digital connectivity promises a number of direct economic and social benefits to our communities. The Scottish Government has always maintained however that the initial R100 programme will not reach every premises in Scotland and that additional funding, or alternatively, innovative technological solutions will be required to ensure delivery. Given the increasing importance of digital connectivity to our communities it is now imperative that every premise across Argyll and Bute receives equitable coverage notwithstanding our geographical and dispersed population challenges in Argyll and Bute. The new digital fund created by the Council can assist with this objective of digital coverage with accurately targeting assistance where it is most needed.

## 7.0 IMPLICATIONS

- 7.1 **Policy** – the Single Outcome Agreement (SOA) and Economic Development Strategy and its associated Action Plan support improvements in the digital infrastructure across the whole of Argyll and Bute.
- 7.2 **Financial** – Across Scotland funding of £600M has been committed to the R100 programme across Scotland and the council has committed £250k of capital funding to tackle digital exclusion. There are no direct financial implications to the Council at this time arising from the contents of this report.
- 7.3 **Legal** – None albeit there may be a need to enter into legal negotiations with third parties depending on which option is taken forward.
- 7.4 **HR – None.**
- 7.5 **Fairer Scotland Duty:**
- 7.5.1 **Equalities** – the differing nature of the deployment of new digital technology has the potential to lead to inequalities in terms of access to digital services including those which support business and personal development.



7.5.2 **Socio-economic Duty** - there is an overall risk that the economic and social benefits rising from modern digital infrastructure are not fully realised if there is not equitable access across Argyll and Bute.

7.5.3 **Islands** - There are risks that islands which do not benefit from digital infrastructure could become less attractive locations within which to live and work which could have implications in relation to the SOA objective of growing the population.

7.6. **Risk** - The various programmes are reliant on new technology and innovation which is developing rapidly. Some projects are reliant on commercial operator decisions to invest whilst grant funding is necessary for many aspects of digital infrastructure improvement in Argyll. These aspects all create a level of uncertainty around the extent of infrastructure improvements.

7.7 **Customer Service** - improvements in broadband and mobile technology helps deliver additional opportunities for digital based customer services.

**Kirsty Flanagan, Executive Director**

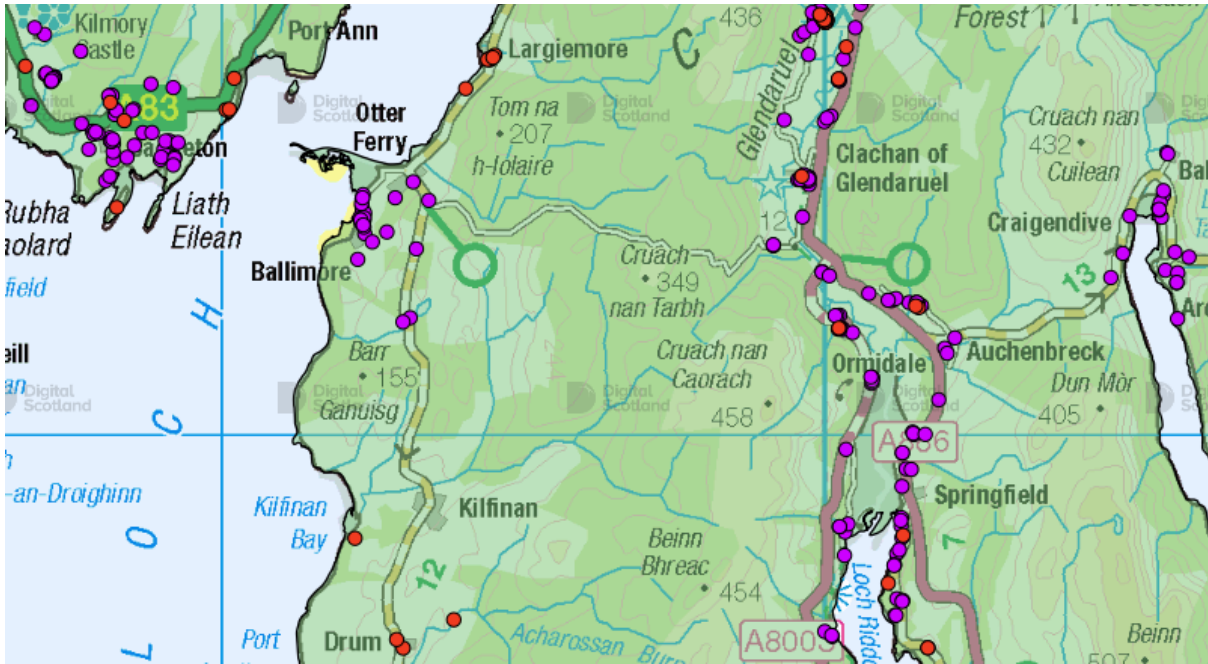
**Councillor Alasdair Redman, Policy Lead**

28/04/21

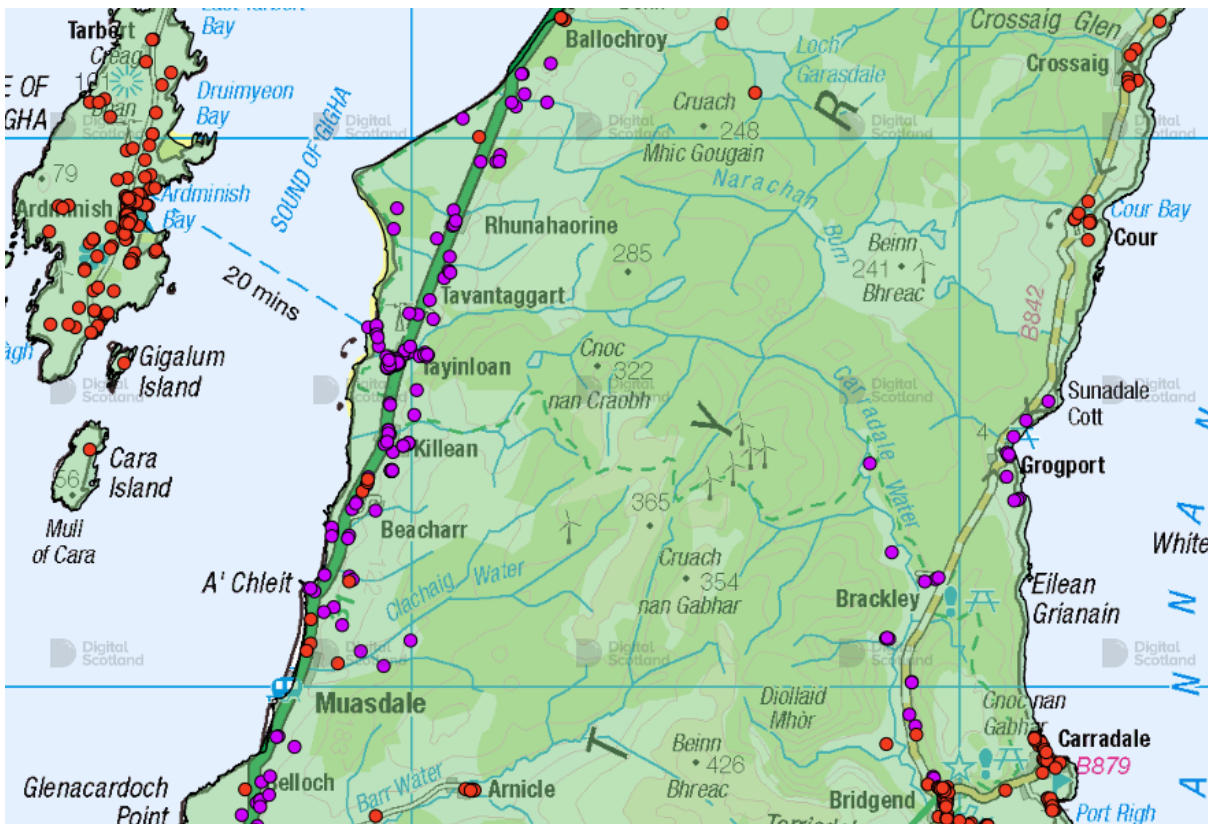
**For further information contact:**

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Digital Liaison Officer  
[iain.macinnnes@argyll-bute.gov.uk](mailto:iain.macinnnes@argyll-bute.gov.uk)

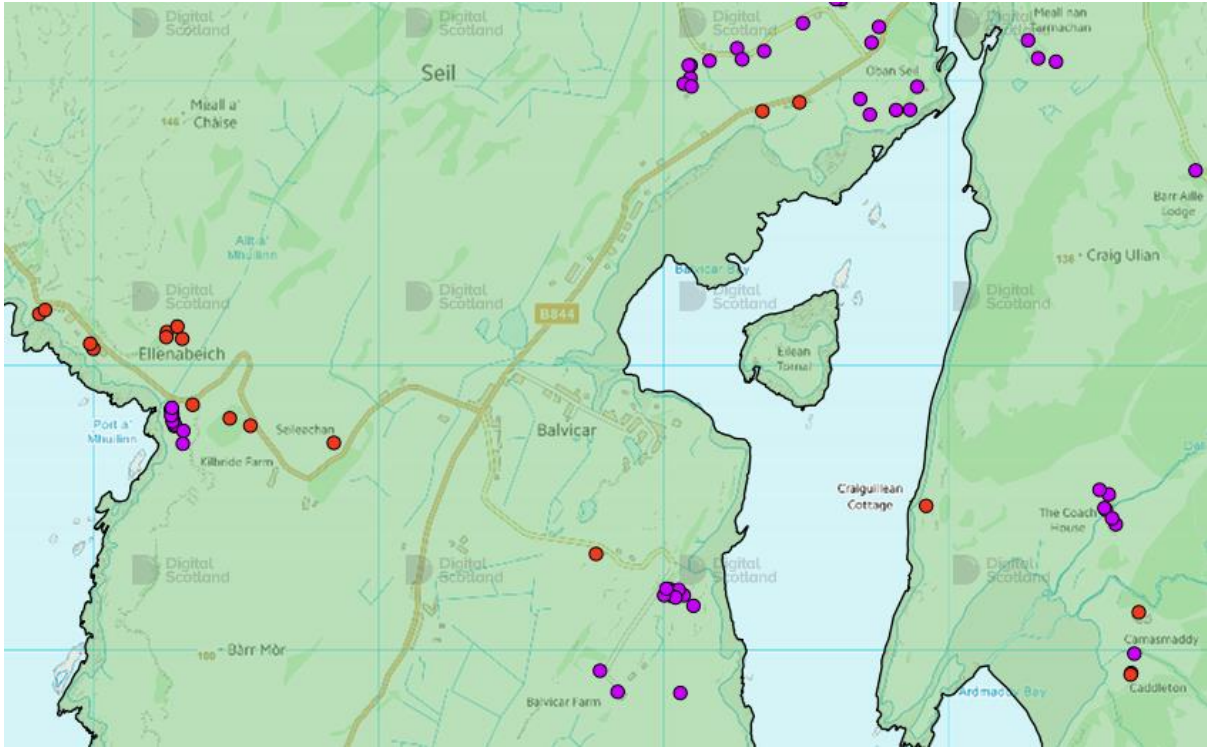
Appendix 1 Sample of the premises that are in the R100 programme.



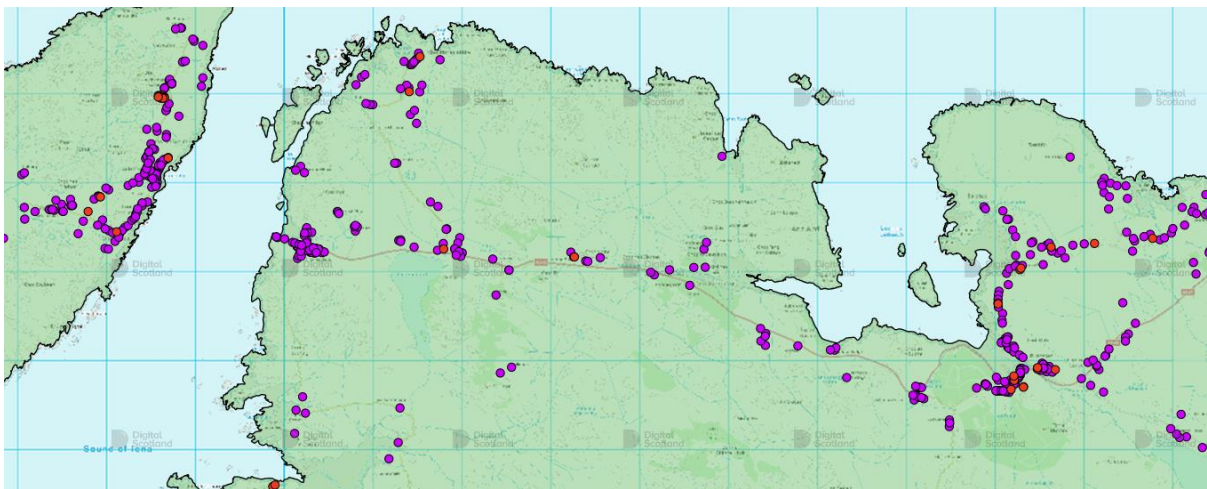
Glendaruel (Map 1)



Tayinloan (Map 2)



Easdale (Map 3)



Bunessan (Map 4)

For reference the purple dots are the premises that have been released to date that are in the R100 North Lot intervention area (with more to follow on full release).

The orange dots are currently not yet in scope or is not a habitable premise but has a UPRN associated.

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**ARGYLL AND BUTE COUNCIL**

**ENVIRONMENT, DEVELOPMENT &  
INFRASTRUCTURE COMMITTEE**

**DEVELOPMENT AND ECONOMIC  
GROWTH**

**2 SEPTEMBER 2021**

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**TRANSFORMATIONAL PROJECTS & REGENERATION TEAM – LARGE  
SCALE PROJECT UPDATE REPORT**

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**1. EXECUTIVE SUMMARY**

- 1.1 The purpose of this report is to update the Environment, Development and Infrastructure Committee on the delivery progress of the larger-scale, externally funded project work of the Transformational Projects and Regeneration Team. The last update report was considered by Environment Development and Infrastructure Committee in March 2021.
- 1.2 The paper also highlights key issues that may impact on the successful delivery of the projects.
- 1.3 It is recommended that the Environment, Development and Infrastructure Committee:-
1. Consider and note the current progress contained within the report.
  2. Approve that £80,000 Place Based Investment Funding for Lochgilphead Front Green is swapped with £80,000 Town Centre Funding for Bowmore Public Realm to ensure that the delayed Bowmore project still goes ahead and that we remove the risk of having to pay back any unspent Town Centre Funding.

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**ARGYLL AND BUTE COUNCIL**

**ENVIRONMENT, DEVELOPMENT &  
INFRASTRUCTURE COMMITTEE**

**DEVELOPMENT AND ECONOMIC  
GROWTH**

**2 SEPTEMBER 2021**

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**TRANSFORMATIONAL PROJECTS & REGENERATION TEAM – LARGE SCALE  
PROJECT UPDATE REPORT**

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## **2. INTRODUCTION**

2.1 This progress report sets out the current position of the large scale projects which are currently being delivered by the Transformational Projects and Regeneration team. The team sits within the Development and Economic Growth Service and work across the region. The team has a particular focus on place and heritage regeneration, working closely with communities and businesses to realise positive change, and also on the creative industries.

2.2 As well as being responsible for both the development and delivery phases of the larger scale and externally funded projects, the Team's work includes other key areas, as follows:

- Drafting and submitting bids for external funding, to enable delivery of economic regeneration focused projects of various scale;
- Development and delivery of regeneration projects with a particular emphasis or theme, such as the current suite of measures designed to support the business community and the economic recovery of town centres;
- Development and delivery of a number of place-based engagement projects, working in partnership with the community and key partners, leading to the development of action plans, and working with communities to realise these ambitions;
- Development of the economic opportunities for Argyll and Bute across Film, Creative Industry and Renewable sectors, with the objective of securing income to the area and delivering local economic benefit, including support to the community organisations working across these sectors;
- Support to third sector organisations involved in the delivery of their own individual economic regeneration projects, as well as support to third sector organisations delivering regeneration focused projects where council funding is involved and/or where projects align with council outcomes;
- Managing the council's strategic events and festival grant process and associated grants; and,
- Overseeing the delivery programme and financial administration of projects supported through funding from Scottish Government.

- 2.3 In addition to the above, the team is responsible for overseeing council match funding grants to specific community and third sector organisations, to assist in the delivery of economic regeneration projects, such as Kilmartin Museum redevelopment. Such management and monitoring of funds extends to Scottish Government Funding, including the twenty-eight projects funded through the 2019-20 and 2020-21 Town Centre Funds (TCF), with funding equating to £1.686m, and the 2021-22 Place Based Investment Fund (funding of £821k towards eight projects); reported to the Scottish Government on a six monthly basis.
- 2.4 The team also has responsibility for applying to RCGF each year. RCGF is only open to local authorities, and as all 32 Local Authorities are eligible to apply, this makes for a highly competitive process. Over the past six years, a total of £7.506m has been secured from RCGF to support twelve projects across the area. This includes the 3 successful projects for 2021-22: the Port Ellen Community hub on Islay (£746,223), Scalasaig Business Units on Colonsay (£335k), and Kilmory Business Park (£650k). The approved RCGF grants are also managed by the team.
- 2.5 In addition to the above, the team is also currently working with MAC Pool (2020/21) and Ulva Heritage project (2020/21) as they deliver projects funded through previous rounds of RCGF. See Appendix A for the full list of current RCGF projects.
- 2.6 The paper also reports on key issues that will impact on the current status of the delivery of these projects and any amendments to project scope or timeframe.

### **3. RECOMMENDATIONS**

- 3.1 It is recommended that the Environment, Development and Infrastructure Committee:-
1. Consider and note the current progress contained within the report.
  2. Approve that £80,000 Place Based Investment Funding for Lochgilphead Front Green is swapped with £80,000 Town Centre Funding for Bowmore Public Realm to ensure that the delayed Bowmore project still goes ahead and that we remove the risk of having to pay back any unspent Town Centre Funding.

### **4. DETAILS**

- 4.1 **Progress** –.Progress in relation to the projects is summarised as follows.
- 4.1.1 **Campbeltown Conservation Area Regeneration Scheme (CARS) – (1<sup>st</sup> April 2015 – 31<sup>st</sup> March 2021) - Project Status – **Concluded****

Two Campbeltown CARS projects, and Campbeltown THI, have been

successfully delivered over the last ten years, and have supported the town being named, *Scotland's Most Improved Place 2020* by SURF earlier this year. The final outputs delivered through the scheme are as follows:

- Regeneration Outputs Report to Historic Environment Scotland.
- Final report and Powerpoint presentation considered by the Mid Argyll, Kintyre and the Islands Area Committee on 2<sup>nd</sup> June 2021.
- Economic Assessment Report completed.
- Digital Brochure.

4.1.2 **Hermitage Park, Parks for People Project, Helensburgh – (1<sup>st</sup> May 2016 – 31<sup>st</sup> December 2022 - Project Status – GREEN**

This £3.7m project is for the heritage-led regeneration of Hermitage Park. The main project funder is National Lottery Heritage Fund (NLHF) with a grant of £2.3m. In addition, the Council agreed a grant of £380k with the remainder coming from a range of other grant and in-kind funding. Capital delivery was completed in June 2021, however a small number of landscape works (planting) is still required to be undertaken by park staff in partnership with volunteers. Final budget figures are being prepared.

Hermitage Park successfully achieved Green Flag Status in October 2020 and will be subject to an unannounced assessment visit late summer. The park needs to retain Green Flag status as good practice and as a condition of NLHFLF funding. Planting has taken place at the sundial beds by the Friends of Hermitage Park, and the Demonstration Garden is producing crops of potatoes, strawberries and other vegetables planted by children from Hermitage Primary, all supported by park staff. Several community groups have expressed an interest in being involved in the Demonstration Garden and these partnerships are currently being developed.

The Pavilion Café, leased in May 2021, has received a positive response, and the reconfiguration of the park to host the play park next to the pavilion has increased its attractiveness as a destination. The website for the café is as follows: [Cafe | The Park Pavilion Cafe & Kiosk | Scotland](#).

A revised Delivery Plan, to take account delays due to COVID-19 and subsequent changes to take into account ongoing restrictions, was submitted to NLHF and the project was granted an extension to December 2022. This also included an increase in the NLHF grant of £49k. The focus therefore continues to be on delivering the activity plan, and undertaking the planting, and management and maintenance plan; all subject to COVID-19 restrictions.

The project continues to attract press and the Friends keep the community updated through their Facebook pages #Helensburgh



Hermitage Park and with regular articles in the Helensburgh Advertiser and Community Advertiser.

The park has a key role to play in providing a green space for people's well-being during lockdown and the play park and plaza area has been, and continues to be, well used. A Green Gym project has been procured and launches in late July, and will provide further health and wellbeing outcomes.

**4.1.3 Rothesay Townscape Heritage (TH) Phase 2 – (1<sup>st</sup> October 2017 – 30<sup>th</sup> September 2022 – Year 4) - Project Status - GREEN**

Rothesay TH is a five-year heritage-led regeneration project. The partnership project is funded by NLHF (£1,888,500), Historic Environment Scotland (HES) (£500,000), Argyll and Bute Council (£200,000), HIE (£70,249), LEADER (£65,800) and Sustrans (£21,500), with a total project fund of £2,746,049 to be administered as grant to property owners in order to safeguard historic buildings and shopfronts, and used to deliver complementary awareness raising initiatives and events. Project staff are fully funded for the project duration.

Of the five priority building repair projects, two are complete, one is currently on site, one is out to tender and work is underway with the property owners of the final property to see this progressed. The first shopfront restoration is complete with another three await start dates from the respective contractors. A series of window repair grants have also been provided for the restoration of traditional timber sash and case windows.

Although the project is primarily a physical regeneration project, it is also a community initiative that seeks to facilitate traditional skills development and host events that celebrate the island's heritage. To date a maintenance awareness raising event, community engagement event and twelve workshops have been held. In addition, a substantial amount of audience development analysis has been undertaken resulting in recommendations to support the visitor market and enhance the end-to-end visitor experience. The potential for a WASPS style studio has been analysed, and the pilot pop-up shop in the former Clydesdale Bank has successfully continued beyond the scope of the TH funding.

Most recently, an environmental art project saw the façade of Rothesay Castle lit up by an animation that drew from the colours, textures and materials of Rothesay, its building forms and connections with the coast and the sea. The project was very much a community project that was developed with local stakeholders and the primary school to celebrate the maritime and townscape heritage and culture of Rothesay and Bute.

**4.1.4 Dunoon CARS – (1<sup>st</sup> April 2017 – 30<sup>th</sup> June 2022 – Year 4)**

**Project Status - GREEN**

Dunoon CARS is a five-year heritage-led regeneration partnership project between Argyll and Bute Council and Historic Environment Scotland (HES), contributing a combined total of £1,502,348 to the restoration of historic properties within the town centre. A fully funded project officer is employed to deliver the project for its duration.

Of the four priority buildings, two are complete, one is on site and work is ongoing with the owners of the fourth to see this progressed.

A complementary scheme of skills development, in partnership with HES, Argyll College UHI, Skills Development Scotland, Dunoon Grammar School, Dunoon Burgh Hall Trust and a local contractor is proving enormously successful. The training programme is supporting school-age pupils gain hands-on practical construction industry experience and will be continued in the new academic year, subject to covid regulations.

Dunoon CARS has a particular emphasis on enhancing the shopping street and therefore has a focus on shopfronts, with eighteen shopfront refurbishments having been completed to date. In addition, the project has produced a guide on shopfront repair and maintenance, held three events, hosted an evening lecture on the shopfronts of Dunoon, and facilitated an exhibition on traditional shopfront signage.

**4.1.5 Tarbert and Lochgilphead Regeneration Fund – Project Status – GREEN**

In its 2016/17 budget, Council allocated £3M from reserves to support regeneration and economic development in the settlements of Tarbert, Lochgilphead and Ardrishaig.

Following discussions with a number of local organisations, who put forward a variety of projects, a Council scoring and assessment process resulted in 6 projects to go forward to full business case stage (ratified by Policy and Resources Committee on 19<sup>th</sup> October 2017).

To date, the following projects have been completed:

- Gleaner (Phase 1 only) - completed Summer 2019.
- Tarbert Harbour – shore side facilities completed in May 2019, car park completed in March 2021.
- Barmore/Garvel Road junction improvements - completed February 2020.
- Colchester Square/Argyll Street, Lochgilphead – completed May 2021.

Lochgilphead Front Green and Colchester Square

Due to an unsuccessful procurement process in 2020 the Lochgilphead

Front Green project and Colchester Square were separated into two individual projects.

Funding was made available to deliver the Colchester Square works, in advance of the Lochgilphead Front Green, through the Cycling, Walking and Safer Routes (CWSR) fund, HITRANS and Transport Scotland's Spaces for People fund managed by Sustrans and administered by Argyll and Bute Council. This funding enabled the specification of the works to be improved to provide natural stone rather than resin bound gravel surfacing not only in Colchester Square but also along the southern part of Argyll Street. The pavements in Colchester Square were extended to enable greater circulation space and new street furniture, including the installation of additional cycle racks. Enhanced crossing facilities, including dropped kerbs with tactile paving, have been provided. This project has been successfully delivered by Roads and Amenity Services supported by local sub-contractors and has made a significant visual improvement to this part of the Town Centre.

A new procurement process for the Front Green project was undertaken following a redesign to ensure that the scheme was deliverable within the available budget. The contract was successfully let on 30<sup>th</sup> March 2021 and work commenced on 31<sup>st</sup> May 2021. The Front Green is closed and it is anticipated under the current programme that works will be completed during January 2022.

Argyll and Bute Council has recently been awarded funding from the Scottish Government as part of the Place Based Investment programme. An additional £80,000 has been allocated to the Lochgilphead Front Green project to enable the upgrade of proposed resin bound gravel along the A83 footway to natural stone. Design works for this element of the project are currently being undertaken but it is anticipated that this could extend the programme of works by circa four weeks.

#### Ardrishaig North Public Realm

Following a further period of consultation a planning application has been submitted for the works and at the time of writing a decision is awaited. An application for additional funding to support the delivery of the project has been made to Sustrans and a decision is expected to be available during August 2021. The first stage of a two stage procurement process has been completed and the second stage will commence once the decision of the funding application has been confirmed. It is expected that works would commence late 2021/early 2022.

#### Gleaner Phase 2

Following a meeting with Scottish Canals, we are awaiting further information regarding how they propose to take this project forward. It is expected that in the short-term this is likely to involve some temporary uses which will make the site safe and open it up to the public.

### **4.1.6 Regeneration Capital Grant Funding (RCGF)**

**Project Status – GREEN**

Over the past 6 years a total of £7.5M has been secured from RCGF to support 12 projects across the area. An update on a number of the current projects is provided below.

- Kilmartin Museum was successful in securing £200,000 of RCGF (2019/20 award) for the redevelopment project. Work on the construction phase, where the majority of RCGF funding is focused, started in the Spring of 2021 and the project has therefore started to draw down funding.
- Mid Argyll Community Pool redevelopment project was awarded £400,000 of RCGF (2020/21 award). Construction work commenced during Spring 2021 and funding is being drawn down.
- Storas Ulbha Heritage project on Ulva secured £194,090 of RCGF (2020/21) for their project refurbishing Ulva House. They are working towards securing a contractor to deliver the works.
- Port Ellen Community hub on Islay secured £746,223 (2021/22) and are working to secure planning permission for the proposed community hub.
- Scalasaig business units on Colonsay was allocated £335,000 (2021/22). A contractor is in place and construction is expected to commence following completion of an existing contract on the island.
- Kilmory Business Park in Lochgilphead secured £650,000 (2021/22) to help deliver a joint project with M&K MacLeod on the proposed Kilmory Business Park.

See table below for all current RCGF projects.

<b>Project Name</b>	<b>Grant Awarded</b>	<b>Year Awarded</b>	<b>Balance Remaining to Drawdown</b>
Kilmartin Museum	£200,000	2019/20	£140,695
MACPool	£400,000	2020/21	£0
Storas Ulbha	£194,090	2020/21	£158,425
Port Ellen Community hub, Islay	£746,223	2021/22	£746,223
Scalasaig business units, Colonsay	£335,000	2021/22	£335,000
Kilmory Business Park in Lochgilphead	£650,000	2021/22	£650,000

Applications for the 2022/23 funding period opened in May and a number of bids have been submitted. We are currently awaiting confirmation as to whether these have been successful at stage 1.

#### 4.1.7 **Lochgilphead Conservation Area Regeneration Scheme (CARS)**

**(1<sup>st</sup> April 2020 – 31<sup>st</sup> March 2026) Year 2**

Lochgilthead CARS is a £1.6m heritage-led partnership project, with HES having committed £969,700 to the project. The project commenced on the 1<sup>st</sup> April 2020, but due to the pandemic has been provided with a one-year extension, and will therefore now conclude on 31<sup>st</sup> March 2026.

Progress in year one included: preparation of forms, guidance documents and financial systems; a dedicated web page; contact with all key stakeholders and priority building owners and the appointment of a framework Design Team to progress building contracts.

In June 2021 the MAKI Area Committee approved the governance arrangements for the project enabling us to promote the availability of grant funding for Small Repair Grants and shopfront improvements from early August. To help promote this opportunity new website pages have been produced together with additional leaflets and guidance documents and a press release has been drafted.

Further meetings have been held with partners regarding the delivery of traditional skills training opportunities and discussions are underway regarding other education and involvement activities.

**4.1.8 Scottish Government Town Centre Fund (2019 – 20 and 2020 – 21)**

A total of £1.686m, Scottish Government Town Centre Funding has been allocated to twenty-eight projects to support regeneration activity within Argyll and Bute's town centres. Funding has been provided to support a wide range of capital regeneration projects region-wide. A report outlining the projects was seen by EDI Committee on 3<sup>rd</sup> June 2021. Of the 28 projects, 10 are either complete or the TCF component has been funded and drawn down, 17 are on site and 1 is yet to commence. The projects incorporate 77 third party grants made to business owners to enhance shopfronts throughout our key towns, most of which are in delivery but some of which are more challenging to deliver within the short timescale and will continue to be monitored.

Each project will make a meaningful difference to its respective town centre. The overall project value of the 28 projects supported by TCF is over £9m, and which must be largely delivered by 30<sup>th</sup> September 2021. Any uncommitted funds by this date are required to be returned to Scottish Government. Due to this, where there is any underspend, and this is able to be used to support another TCF project in the same administrative area, every effort will be taken to see that as much TCF funding is used as possible. The agreement of any amendments that are required, including the respective redistribution of costs, is delegated to the Director of Development and Infrastructure, in consultation with the Leader and Depute Leader of the Council and Leader of the Main Opposition, as agreed by Council on 27<sup>th</sup> June 2019.

The project yet to be commenced is being postponed due to unforeseen circumstances, but in order to ensure the project still goes ahead and the funding is not lost, it is intended to swap the Bowmore allocation with that agreed for Lochgilphead Front Green by Council on 24<sup>th</sup> June 2021 in respect of the Place Based Investment Fund (as per paragraph 4.1.9). This would see £80k go towards Lochgilphead Front Green using Town Centre Fund, and £80k towards Bowmore public realm improvements using Place Based Investment funding.

Although the programme is managed by the Transformational Projects and Regeneration Team, the Town Centre Fund projects involve and are managed by a number of different departments, including Roads and Amenity Services, Piers and Harbours, Engineers and Property Services. The close working and collaboration between departments is very much key to the successful delivery of projects.

Scottish Government recently announced the new Place Based Investment Fund as a follow on fund to Town Centre Fund. The new fund will be in place for a five year period. Argyll and Bute has received a first year allocation of £821k. The allocations for future years are, at this stage, yet to be determined.

#### 4.1.9 **Scottish Government Place Based Investment 2021 – 2026**

Argyll and Bute Council's allocation for year 1 (2021/22) of the Scottish Government Place Based Investment Funding is £821k. On 24<sup>th</sup> June 2021, Council agreed to allocate £260k of this towards a Townscape Heritage building repair project in Rothesay, a region-wide shopfront improvement scheme (excluding CARS and BIDs towns), and funding to up-spec an area of Lochgilphead Front Green. As noted in the paragraph above, it is now proposed that the Lochgilphead Front Green funding is taken from the Town Centre Fund with the Bowmore public realm improvements to come from the Place Based Investment Fund. This is to ensure that the Bowmore project that has been delayed still goes ahead and we don't have to repay any of the Town Centre funding.

Policy and Resources Committee agreed to the remaining projects on 12<sup>th</sup> August 2021. The remaining allocation of £561k will be used towards: landscaping works to support the restoration of Castle House Gate Lodge as a bike bothy; to support Dunoon Burgh Hall Trust improve the environmental efficiency and visibility of this key visitor attraction; towards upgrading the surface of the masonry pier section of Helensburgh Pier to match the quality of the Waterfront development; towards the Hermitage Park Greening the Bothy project; and, towards the enhancement of Gibraltar Street in Oban.

#### 4.1.10 **Scotland Loves Local**

Funding to the value of £46k has been secured from Scotland's Town

Partnership to support the resilience and recovery of town centres, the promotion of the Scotland Loves Local message, as well as the idea of the '20 minute neighbourhood'. This has resulted in bespoke 'shop local' messaging for Islay and Jura, Campbeltown, Tarbert, Lochgilphead/Ardrishaig, Mull, Rothesay and Helensburgh, and which has been designed to encourage local people to think about using their local shops and services before going elsewhere. This has been complemented by digital training and photography services offered to business owners to enhance the online profile of their business and support current and up to date information for prospective shoppers and visitors. These projects, combined with the TCF and Place Based Investment Shopfront Improvement Grants create a suite of measures designed to support the resilience and recovery of the region's town centres.

In addition, on 12<sup>th</sup> August 2021, Policy and Resources Committee agreed to the council taking part in a year-long, Scotland-wide gift card initiative and to signing up to the concordat in regard to the initial fully funded trial period. Throughout August and September, business owners will therefore be encouraged to sign up to the Argyll and Bute Gift Card initiative, by registering via the following link: [Gift Card – Scotland's Town Centre Recovery Campaign – Home of the Scotland Loves Local campaign. \(lovelocal.scot\)](#)

- 4.2 **Budget:** The above project updates are predominantly in relation to the externally funded projects, and usually include a proportion of council funding. There is a set budget for each project and each is subject to specific outcomes and timelines as agreed with funders. The externally funded elements of the project costs can only be claimed once proof of all the necessary information has been provided to the respective funder. Each funder has a different criteria against which they measure delivery, and the Council has entered into formal grant contracts with all funders involved.

## 5. CONCLUSION

- 5.1 The council currently has a total of four CARS/TH schemes in progress. The total value of the four schemes represents in excess of £10m of investment into the built heritage of key towns and is mainly made up from funding from HES and NLHF, with match funding from the council and private owners.
- 5.2 A significant number of building owners (commercial and residential) have and continue to benefit from funding which has delivered a significant level of investment and refurbishment to their properties and in turn into many of our main towns. Due to the cost of repairing traditional buildings, many of these owners would have been unable to undertake these repairs without grant assistance and their properties would have continued to deteriorate. Had this deterioration continued, the council may well have had to step in to undertake emergency work to these buildings.

- 5.3 This investment has changed the physical appearance of our key town centres for the better making them more attractive places to live, learn, work and do business. It has helped safeguard existing businesses and led to a number of new businesses opening in refurbished buildings creating jobs within the community. This investment will continue to play a key role in our recovery as the full impact of covid 19 is realised.
- 5.4 Delivering this number of externally funded projects is challenging and particularly in the case of the TH/CARS projects where our role is one of encouraging residential and commercial private building owners to access grants in order to secure investment into the fabric of our towns. This has been even more challenging in the last few months due to COVID-19 and it is anticipated that the impact will continue to be felt.
- 5.5 The successful delivery of the projects requires close working with the respective owners, both residential and businesses, to provide support and guidance and ensure compliance and delivery in accordance with the various funders' criteria, timelines and budgets available. Progress is reviewed continually and we report on a quarterly basis to the respective funders on all our externally funded projects. The impact of COVID-9 on the costs of these repair projects and the potential impact on delivery is currently being reviewed.
- 5.6 This also applies to our role in delivering council capital projects and in managing and monitoring council grant funding to third party projects, including RCGF grants. This requires that the council oversee the project and report and submit claims to the Scottish Government RCGF team. The council is not the body responsible for delivering the majority of the RCGF projects. Our role is one of managing the grant and the biggest challenge is to support the third party organisations in the delivery of what are often complex and challenging projects whilst ensuring that the project delivery and grant draw down remains on track. COVID-19 has obviously added significant challenges in the delivery of projects for both the council and community and third sector organisations.
- 5.7 It is worth noting that funding streams such as RCGF, which are highly competitive, are only open to the local authorities and cannot be accessed by other bodies. In regard to CARS/TH funding, which is also highly competitive, whilst this can be accessed by other bodies given the requirements that need to be met and the large sums of funding involved, it is predominantly councils who access these funding streams.

## **6. IMPLICATIONS**

### **6.1 POLICY**

The delivery of these projects fits with the Council's Corporate Plan, Argyll and Bute Local Outcome Improvement Plan and the Economic Development Action Plan. The economic outcomes from this project will contribute to the Government's Economic Strategy.



6.2 FINANCIAL

All funding has been approved for the projects detailed in the report. The funding comes from the council and from external funding sources. We will continue to review costs in light of the potential impact of COVID-19.

6.3 LEGAL

Each project will have differing legal and procurement requirements and we are working closely with colleagues to identify the support required and to allow this to be factored into future work plans

6.4 HR

The resources required to deliver the projects will be continually monitored. The management of these externally funded projects as well as the management of the Council and RCGF grants requires a significant amount of resources from the team to ensure that all the necessary due diligence and financial management is undertaken and the risk is minimised to the council.

6.5 FAIRER SCOTLAND  
DUTY ;

6.5.1 Equalities - protected characteristics - None

6.5.2 Socio-economic Duty - None

6.5.3 Islands - None

6.6 RISK

Construction projects by their very nature are challenging given issues that can arise relating to site conditions, managing contractors/the design team and associated budgets and meeting funder's requirements. COVID-19 has added even more challenges both in regard to the development phase and delivery phase of projects. We continually seek to minimise the risk through strong project management processes however until the projects are fully delivered on site there remains a risk. Other areas of risk relate to the potential for limited uptake in regard to CARS/TH grants and also over-run on costs for third party projects. In regard to the latter this is a high risk particularly as the council is not the responsible body for the projects or their delivery on the ground. The setting up of regular benefits realisation group meetings and building good working relationships with the third parties assists in identifying where issues may arise and where additional support may be required. Covid 19 and the resulting impact on the construction industry and costs is an additional risk to the delivery of these projects and we are reviewing all costs and working

with funders to minimise the impact and manage the risk as much as we can.

6.7 CUSTOMER SERVICE There are no customer service implications.

**Executive Director with responsibility for Development and Economic Growth:** Kirsty Flanagan

July 2021

**For further information - please contact**

Audrey Martin, Transformation Projects and Regeneration Manager - Tel 01546 604180

Fergus Murray, Head of Development and Economic Growth

**Appendices:** Appendix A – List of Council and Third Party projects that the Team is either responsible for delivering directly or for managing the grants given by the council to a third party organisation.

## Appendix A

Council & Third Party Regeneration Projects	Project Value	Council Funding Contribution	External Funding - Including TCF	Delivery Start	Delivery End - (Excludes Defect Period)
Dunoon CARS	£1,949,965	£500,000	£1,002,348	2017	2022
Rothesay TH2	£3,244,856	£200,000	£2,508,781	2017	2022
Campbeltown CARS 2	£2,873,951	£1,196,506	£990,000	2015	Concluded
Tarbert Lochgilphead Regeneration Fund (Includes TCF Grant)	£6,345,851	£3,000,000	£3,345,851	2018	On going
Hermitage Park (Includes TCF Grant)	£3,754,625	£455,000	£3,299,625	2016	2021
Rockfield Centre RCGF ( Includes TCF Grant)	£3,038,177	£0	£730,000	2018	2021
Kilmartin Museum RCGF & Council grant	£7,184,278	£400,000	£200,000	2019	2022
MACPool RCGF Grant	£1,464,045	£0	£400,000	2020	2021/22
Storas Ulbha RCGF Grant	£1,401,495	£0	£194,090	2020	2021/22
Port Ellen Community hub, Islay	£1,365,223	£0	£746,223	2021/22	2021/22
Scalasaig business units, Colonsay	£467,398	£0	£335,000	2021/22	2021/22
Kilmory Business Park in Lochgilphead	£1,800,000	TBC	£650,000	2021/22	2021/22
Shop Local	£46,000	£0	£46,000	2020	2021
Lochgilphead CARS	£1,606,096	£386,220	£969,731	2020	2025 (possible extension for 1 yr)
Events and Festivals grants (including annual Mod)	£110,000	£110,000	-	2020	2021
Town Centre Fund 19/20 and 20/21 (28 projects - Council projects plus grants to third parties)	£2,161,826 **	£0	£1,361,000 ***	2019	2021

Place Based Investment*	£821,000				2022
<b>Total</b>	<b>£39,634,786</b>	<b>£6,247,726</b>	<b>£14,775,929</b>		

\* See separate 12<sup>th</sup> August 2021 Policy and Resources committee report for proposed breakdown of projects and values.

\*\* The overall TCF project value is £10,597,759 however, the individual allocations for the 3 projects above have been deducted from this figure. Projects were outlined in a report to EDI on 3<sup>rd</sup> June 2021.

\*\*\* The overall TCF is £1,646,000, however, the individual allocations for the 3 projects above have been deducted from this figure.

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**ARGYLL AND BUTE COUNCIL****ENVIRONMENT, DEVELOPMENT AND  
INFRASTRUCTURE COMMITTEE****DEVELOPMENT AND  
ECONOMIC GROWTH****2<sup>ND</sup> SEPTEMBER 2021**

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**PRIVATE SECTOR HOUSING GRANT UPDATE**

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**1.0 EXECUTIVE SUMMARY**

- 1.1** The purpose of this report is to outline works undertaken using Private Sector Housing Grant in 2020/21. The Private Sector Housing Grant (PSHG) supports adaptations to allow people to stay in their own homes and also supports common repair works to properties in Argyll and Bute. The budget for 2020/21 was £1.033m.
- 1.2** The PSHG contribution to common repair works enables a significant level of investment into housing projects including CARS and THI projects in Argyll and Bute. Covid lockdown slowed the progress of some PSHG works in 2020/21 but despite the complexities, a substantial amount of work was still undertaken. Case studies are provided in the report, showing projects across Argyll and Bute.
- 1.3** Members are asked to note the statutory nature of the work carried out by the PSHG budget and also consider the importance of the role of PSHG in addressing common repairs which enables significant additional funding from other sources to maintain and improve existing housing stock in the local authority area.

**2.0 RECOMMENDATIONS**

- 2.1** Members note the statutory nature of the work carried out by the PSHG budget.
- 2.2** Members consider the role of PSHG in addressing common repairs which enables significant additional funding from other external sources to help maintain and improve existing housing stock in the local authority area.

## PRIVATE SECTOR HOUSING GRANT UPDATE

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### 3.0 INTRODUCTION

3.1 The Private Sector Housing Grant (PSHG) is a Capital budget of £1.033m which is managed by Housing Services. In 2008/09 the total budget for PSHG was £3.9m which illustrates the reduction in this budget over the years. The PSHG enables the Council to deliver statutory disabled adaptations to private owners and also enables the Council to fulfill other statutory functions in relation to common repairs.

3.2 The operation of the PSHG grant not only fulfils statutory functions, but provides significant value to Argyll and Bute through:

- Enabling more elderly and disabled people to remain within their own homes and with a greater degree of independence than they otherwise would. This not only provides benefit to those individuals, but helps create a more flexible and adaptable housing stock, and reduces resource demands elsewhere within the public sector; and
- Facilitating and funding improvements and maintenance to the fabric of the existing private housing stock, which otherwise may not happen. This preserves and improves the condition of the housing stock and has very significant impact in terms of improving the urban realm and place making.

### 4.0 RECOMMENDATIONS

4.1 Members note the statutory nature of the work carried out by the PSHG budget.

4.2 Members consider the role of PSHG in addressing common repairs which enables significant additional funding from other external sources to help maintain and improve existing housing stock in the local authority area.

### 5.0 DETAIL

5.1 Section 72 of the Housing (Scotland) Act 2006 requires the local authority to prepare and make publicly available a Scheme of Assistance for private sector housing. The Scheme of Assistance is the Council's plan on how to improve the quality and suitability of private sector housing across Argyll and Bute. The PSHG budget enables the Council to carry out the statutory functions contained within the Scheme of Assistance.

5.2 The guiding principles of the Scheme of Assistance are as follows:-

- Grant assistance should be primarily directed at needs assessed adaptations to enable disabled persons to remain in their own homes;
- Owners of private dwelling houses are responsible for the maintenance and repair of their own properties;
- Information, advice and practical assistance should be the first step in an authority's strategy and used to reach people with whom the authority would not in the past have had contact;
- The use of grant for the general subsidisation of repair and improvement works by owners is generally discouraged;

5.3 The use of the PSHG is detailed in the Table One:-

**Table One**

	2016/17	2017/18	2018/19	2019/20	2020/21
Advice and Prevention Cases Recorded	254	259	214	189	166
No of Grants Approved	243	181	219	232	138
Grant Approvals (£)k	£1.192m	£0.862m	£1.048m	£1.002m	£687k
New Applications Registered	239	189	240	234	131
<b>Value of Payments (£)k</b>	<b>£1.454m</b>	<b>£1.054m</b>	<b>£0.980m</b>	<b>£1.152m</b>	<b>£0.421m</b>
Disabled Spend	£849k	£640k	£701k	£764k	£332k
Common Repairs Spend	£605k	£414k	£279k	£388k	£89k
<b>TOTAL</b>	<b>£1.454m</b>	<b>£1.054m</b>	<b>£0.980m</b>	<b>£1.152m</b>	<b>£0.421m</b>

5.4 On average 18 grants had been approved each month over the 4 years prior to the Covid pandemic. This reduced to 11 per month during 2020/21. The majority of the PSHG expenditure 70% on average over the last 5 years relates to statutory disabled adaptation work to privately owned properties (owner occupied and private rented).

The need for disabled adaptation work is only set to increase with the fact that there is an ageing population in Argyll and Bute and that the vast majority of people want to live independently in their own homes. This investment enables people to remain in their homes and reduces demand elsewhere within the public sector.

### 5.5 Disabled Adaptation Grants

All disabled adaptation grants awarded under PSHG are works approved by the Occupation Therapy (OT) service to enable homes to meet the needs of their occupants. Adaptation grants are awarded at 100% of the cost to individuals who are in receipt of income support, income based JSA, Universal Credit, Pension Guarantee Credit or income based ESA. The Scottish Government is monitoring the impact of adding Universal Credit to the list of benefits attracting 100% grant assistance. Individuals not in receipt of any of these benefits are entitled to 80% grant assistance for OT approved adaptations. Housing Services' staff manage the grant process. The individual households can be assisted through the process by the Care and Repair Service. This element of the PSHG plays a key role in Long Term Outcome 5 of the Argyll and Bute Outcome Improvement Plan – **'people live active, healthier and independent lives'**

### 5.6 Tenement Feasibility Studies

Housing Services' staff engage with homeowners who approach or are referred to the Council for advice and assistance. Staff encourage owners to discuss potential repairs with

their neighbours who have an obligation in terms of common repairs. Staff assist with negotiation and mediation between neighbours. Once an owners association has been established the Council can award a tenement feasibility study grant (up to £250 per property) which enables the owners to appoint a surveyor to prepare a report on the property and recommend what work should be carried out. At this stage owners may be able to carry out the required repairs and would not require any further assistance from the Council. This can play an important but cost effective role in facilitating improvements and maintenance to the built fabric of the local housing stock and often within the public realm.

### 5.7 **Amenity Grants**

Amenity grants are intended to encourage owners to take responsibility for their properties and address any potential repair issues at an early stage. The grants are awarded for activity in any clearly defined area (tenement, street, estate) or where a community led initiative will lead to improved amenity to streetscape, open spaces or built environment. The grant is awarded for 30% of the value of work up to a maximum of £1000 per household. Again this can play an important but cost effective role in facilitating improvements and maintenance to the built fabric of the local housing stock and often within the public realm.

### 5.8 **Common Repair Grants**

In some cases owners do not approach the Council for assistance for repairs until the repairs required are at a stage where the costs can be significant. If owners are all in agreement as to the common repairs required to their property they can be provided with grant assistance of 40% of their share up to a maximum grant of £10 000 if they are an owner occupiers. Private landlords and business premises can be provided with grant assistance of 30% of their share of costs up to a maximum grant of £7500.

5.9 In some cases the PSHG can pay the owner's entire share of common repair cost to enable work to be carried out. This share will be recorded against the Title of the property. A repayment agreement will be made with the owner and Housing Services' staff will monitor the agreement. If the property is sold before the end of the agreement the outstanding amount will be recovered at the point of sale. Again, this can play an important but cost effective role in facilitating improvements and maintenance to the built fabric of the local housing stock and often within the public realm.

5.10 The PSHG contribution to common repair works enables a significant level of investment into housing projects including CARS and THI projects in Argyll and Bute.

5.11 Housing Services staff work hard to ensure that the PSHG contribution enables capital contributions from owners. Staff also assist owners to access other funding streams such as Home Energy Efficiency Programme grants and Energy Efficiency Equity Loans to add value to the projects. All PSHG enabled projects result in significant work for the construction industry in the local authority area. Examples of work can be found at Appendix 1.

5.12 The common repair element of the PSHG plays a key role in long term outcome 2 of the Argyll and Bute Outcome Improvement Plan – **'we have infrastructure that supports sustainable growth'**.

### 5.13 **Contribution to TH and CARS**

PSHG plays a key role in the delivery of the TH and CARS projects in Argyll and Bute.



Relief Land in Inveraray is a good example of PSHG being key to the delivery of a high profile project. The building consists of 10 private owners and 7 ACHA tenants. The overall cost of the project was £500 000. PSHG contributed £100,000 to the project. The Rothesay THl project delivered £2.6 million of repairs to properties with Housing Services' staff playing an active role. PSHG contributed £500 000 to enable successful completion of the project. The Campbeltown CARS resulted in substantial repair and regeneration work in the town. 70 PSHG grants were approved at a total value of £573 880. PSHG is currently being used to assist in the delivery of the Dunoon CARS.

- 5.14 A sum of £186,220 has been agreed to support the CARS project in Lochgilphead and a sum of £172,900 will support the Helensburgh CARS project which has recently been granted funding by Historic Environment Scotland (HES).

## **6.0 CONCLUSION**

- 6.1 PSHG is key to delivering essential statutory housing functions required to be carried out by the local authority. It also provides significant value to Argyll and Bute through:

- Enabling more elderly and disabled people to remain within their own homes and with a greater degree of independence than they otherwise would. This not only provides benefit to those individuals, but helps create a more flexible and adaptable housing stock, and reduces resource demands elsewhere within the public sector; and
- Facilitating and funding improvements and maintenance to the fabric of the existing private housing stock, which otherwise may not happen. This preserves and improves the condition of the housing stock and has very significant impact in terms of improving the urban realm and place making.

- 6.2 Housing Services staff work effectively in partnership with owners, other council services and other external agencies as appropriate to ensure that the maximum added value is delivered in all common repairs carried out in Argyll and Bute.

## **7.0 IMPLICATIONS**

### **7.1 Policy**

Maintaining the PSHG budget ensures that the Council can deliver statutory housing obligations. It fulfills aims of the Single Outcome Agreement and the LHS.

### **7.2 Financial**

Maintaining the PSHG budget ensures that the Council can deliver statutory housing obligations and also deliver priority policies such as CARS schemes.

### **7.3 Legal**

None.

### **7.4 HR**

None.

### **7.5 Fairer Scotland Duty:**

#### **7.5.1 Equalities - protected characteristics**

Maintaining the PSHG budget will ensure that households with specific needs can continue to reside in their homes.

7.5.2 Socio-economic Duty

None.

7.5.3 Islands

None.

7.6. Risk

Reduction in the PSHG budget could result in intervention from the Scottish Government and the Scottish Housing Regulator if the Council cannot deliver statutory obligations.

7.7 Customer Service

Maintaining the PSHG ensures effective customer service to households who require adaptation or common repair assistance.

**Kirsty Flanagan,**  
**Executive Director with responsibility for Development and Economic Growth**

**Policy Lead Robin Currie, Policy Lead for Economy and Rural Growth**

7<sup>th</sup> July 2021

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Head of Development and Economic Growth

**APPENDICES:**

Appendix 1 2020/21 PSHG CASE STUDIES

Appendix 1

2020/21 PSHG CASE STUDIES

Cowal

The Covid-19 pandemic has caused significant delays in terms of delivery particularly due to lockdown but a number of the projects are now been successfully completed.

One of the Priority Buildings in the Dunoon CARS (Conservation Area Regeneration Scheme) Project was 65 - 67 Argyll Street / 1 Ferry Brae. This building comprises of a pharmacy with two residential properties above, in the main shopping street of Dunoon.

Repairs were carried out to the roof, rainwater goods, windows and stonework and the building is now wind and watertight.

Costs were as follows:

Argyll and Bute Council Housing Grant	CARS / Historic Environment Scotland	Owner's Contribution	TOTAL WORKS
£25,000	£174,811	£49,954	<b>£249,765</b>



Before



During



After



Before



After

**Bute**

The only major repair works carried out in the last year, and funded by a Private Sector Housing Grant, have been in conjunction with the Townscape Heritage Project. As with Cowal, the Covid-19 pandemic has caused significant delays but some of the projects have now been completed.

One of the Priority Buildings in Rothesay was 73 – 77 Victoria Street, that occupies a very prominent position on the seafront. This building comprises of two shops with two residential properties above.

Repairs were made to the roof and tenement close and the exterior of the building was repointed. The building is now wind and watertight.

Costs were as follows:

Argyll and Bute Council Housing Grant	CARS / Heritage Lottery Fund	Owner's Contribution	<b>TOTAL WORKS</b>
£11,194	£330,761	£27,952	<b>£369,908</b>



**Before**



**After**

**Oban****6-8 Alma Crescent, Oban**

Works to improve the common garden area ground shared by 6 & 8 Alma Crescent. There are 12 flats: 10 ACHA and 2 private owners. The building is factored.

Works included clearing the site, refurbishing sheds including new doors and roof, replacing boundary fence and constructing a bin store with access ramp and gate, fitting new washing poles and re-laying paths and landscaping

Argyll and Bute Council Housing Grant	Owner's Contribution	ACHA's Contribution	TOTAL WORKS
£2,000	£4,990	£34,951.68	<b>£41,941.68</b>

**Before****After**

**13 Corran Brae, Oban**

This tenement of 6 flats with 1 ACHA and 5 private owners was constructed in the 1950s, and the owners were having problems with water ingress. They formed an owners association and worked with ACHA to secure costs for the roof at the same time ACHA were working with Argyll and Bute Council's Energy Efficiency Department and SSE on providing EWI for the Housing Association and private properties.

Argyll and Bute Council Housing Grant (Predicted)	Owner's Contribution	ACHA's Contribution	TOTAL WORKS (Predicted)
£12,860.87	£22,862.90	£7144.93	£42,869.58

**Before**



After



**Helensburgh and Lomond**

**Alma Buildings – 13 Charlotte Street – 24, 26 and 28 East King Street**

This is a mixed tenure block close to the town centre of Helensburgh. Built in 1936 they are commonly known as the “Alma Buildings” broadly symmetrical 3 Storey Art Deco tenements blocks. It’s a well-planned and detailed example of larger-scale inter-war municipal housing in Helensburgh. The building is B Listed and is not within the remit of the designated CARS (Conservation Area Regeneration Scheme) and would not qualify for CARS funding.

There are 17 Private owners and ACHA own 4 properties, in total 21 units; 16 of the 17 private owners applied for and received grant funding. The absent owner’s share was negotiated to be paid by ACHA allowing the works to commence with no further costs to the private owners. All materials/works (tiles, paint colours) are subject to planning regulations. Works commenced on 12<sup>th</sup> April 2021.

**Alma Buildings  
13 Charlotte Street - 24, 26 and 28 East King Street - Helensburgh**

Argyll and Bute Council Housing Grant	Owner’s Contribution	TOTAL WORKS
<b>£85,487.06</b>	<b>£169,229.05</b>	<b>£254,716.11</b>

These works could not have progressed without the repair grants and will without a doubt contribute to improving Helensburgh whilst retaining its historical significance.







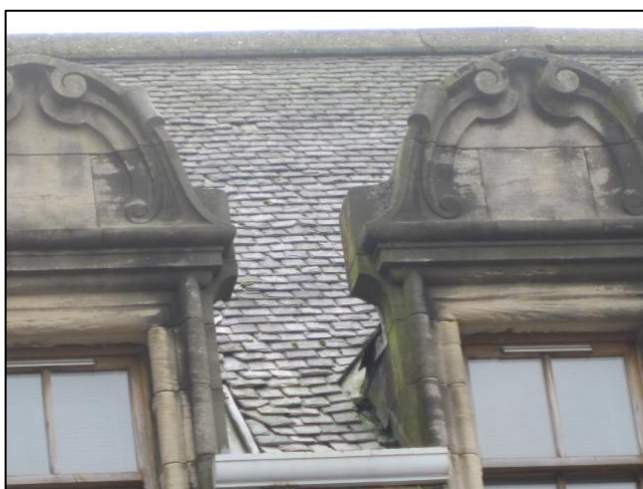
**52 Sinclair Street – Helensburgh**

Situated on the main street in Helensburgh this tenement was built circa 1878 and was originally a two storey property with the additions being introduced in 1906. This building has many of its original features such as the semi-circular arched pend entrance. This building has been in disrepair since 2012 and caused frequent and substantial water ingress to the top floor occupants. In terms of the common liability there are four residential flats and one commercial owner. Following extensive negotiations with the owners and the commercial business works commenced around February 2021. Two of the flats are owned by Argyll & Bute Council and therefore grant assistance was given to two private owners and one commercial property.

Funding Synopsis

Argyll and Bute Council Housing Grant	Owner's Contribution	TOTAL WORKS
£27,030.68	£46,689.34	£73, 720.02

**Before**



After



**Mid-Argyll, Kintyre & the Isles**

A good example of work in partnership in 2020/21 is this tenement building in Campbeltown.

In 2017 Housing Services helped form an owners association for the first time with the owners of the 10 flats and 2 commercial units. The owners worked well together and fought hard to clean up the close and maintain and repair the building, despite the tenement needing extensive repairs, the owners did what they could to carry out urgent repairs and gutter cleaning to prevent further deterioration of the building.

The owners association saved monthly in their bank account with the hope of being able to tackle the extensive repairs required to the roof. In 2019/20 Argyll & Bute council's Campbeltown CARS had enough budget left near the end of their 5 year plan to fit this building in so a very quick plan was made to include these repairs. Along with Private Sector Housing Grant and owners' contribution we were able to get a significant amount of work done including lead works, re-slating, chimney repairs, stone repairs, replacement rainwater goods, rot repairs and internal timber repairs in some of the flats. Also the roof light in the common stairwell was repaired removing risk to public. The total project cost £318,000 with owners contributing £59,000.

Argyll and Bute Council Housing Grant	CARS	Owner's Contribution	<b>TOTAL WORKS</b>
£96,780	£130,000	£59,000	<b>£318,000</b>

**Before**



**After**



### **40-48 Main Street**

40 – 48 Main St is on the main shopping street in Campbeltown. The property consists of 4 flats and 3 shop/commercial units.

In 2015 we started by helping form an Owners Association. The building was being maintained by the owners but was suffering from age and needed roof renewing at some point. The owners were involved in repairing the decking area behind their properties which was common to several other closes in proximity. Following the

successful completion of that project they began working with Housing Services who approved a Condition Survey Grant to enable them to have an Architect come and do a complete survey of the condition of the building allowing the owners to have a better understanding of what needed done and the urgency of each item. This allowed them to plan a repair project to suit. The roof and rainwater goods were replaced

Private Sector Housing Grant was awarded towards this project and along with owner's contributions and CARS funding this project was completed for a total cost of £200k.

The repairs allowed the takeover of the existing derelict pub building that has now been redeveloped into a successful restaurant creating both much needed employment opportunities and an aesthetic improvement to the Main Street.

Argyll and Bute Council Housing Grant	CARS	Owner's Contribution	<b>TOTAL WORKS</b>
£57,080	£78,463.47	£35,000	<b>£175,273.28</b>

**Before**



**After**



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**ARGYLL AND BUTE COUNCIL**

**ENVIRONMENT, DEVELOPMENT AND  
INFRASTRUCTURE**

**DEVELOPMENT AND  
ECONOMIC GROWTH**

**2 SEPTEMBER 2021**

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**RAPID REHOUSING TRANSITION PLAN ANNUAL UPDATE**

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**1.0 EXECUTIVE SUMMARY**

- 1.1 The purpose of this report is to update on Argyll and Bute Council's Rapid Rehousing Transition Plan (RRTP).
- 1.2 A number of key pieces of work were taken forward in 2020/21 within the complexities of Covid lockdown.
- 1.3 Funds were made available to stabilise tenancies, make a house a home and provide immediate assistance for emergencies.
- 1.4 Funds are provided annually by the Scottish Government to fund the RRTP and unspent funds from 2020/21 have been rolled over to 2021/22.
- 1.5 Members are asked to note and consider the progress in Argyll and Bute of our Rapid Rehousing Transition Plan within the complex environment of Covid lockdown in 2020/21.

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ARGYLL AND BUTE COUNCIL

ENVIRONMENT, DEVELOPMENT AND  
INFRASTRUCTURE

DEVELOPMENT AND  
ECONOMIC GROWTH

2 SEPTEMBER 2021

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**RAPID REHOUSING TRANSITION PLAN ANNUAL UPDATE**

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**2.0 INTRODUCTION**

- 2.1 The Homelessness and Rough Sleeping Action Group (HARSAG) was established by the Scottish Government in 2017 and tasked with making recommendations on immediate actions needed to tackle rough sleeping and longer term recommendations on the transformation of temporary accommodation and how to end homelessness in Scotland. The Scottish Government accepted all of the recommendations in principle, introducing the Ending Homelessness Together Action Plan backed by £50 million of funding. As part of the plan to transform temporary accommodation and homelessness services, all local authorities in Scotland were asked to develop a five year Rapid Rehousing Transition Plan (RRTP). The RRTPs set out local context and challenges and how each local authority plans to reduce the use of temporary accommodation (especially hostel and B&B accommodation), moving towards housing people in mainstream accommodation as quickly as possible if they have low support needs or providing Housing First for people with more complex needs.
- 2.2 The attached document “**Argyll And Bute Rapid Rehousing Transition Plan Update June 2021**” and “**Monitoring Report - activity and funding**” give an update on progress in Argyll and Bute in 2020/21.

**3.0 RECOMMENDATIONS**

- 3.1 Members are asked to note and consider the progress in Argyll and Bute of our Rapid Rehousing Transition Plan within the complex environment of Covid lockdown in 2020/21.

**4.0 DETAIL**

- 4.1 Argyll and Bute Council’s RRTP stated that “Rapid Rehousing is an ambitious proposal which should be delivered in the context of creating and sustaining mixed and diverse communities across the whole of Argyll and Bute. There are

particular and competing demands on the affordable housing stock, for homeless people, for our ageing population and to house the workers essential for our future economic prosperity, as well as for the general needs of those who simply want to live here. Balancing these competing demands has been a major consideration in creating our Rapid Rehousing Transition Plan.”

4.2 Argyll and Bute Council’s RRTP built on existing processes and services that were in place. The Council had previously had a strategy to minimise the use of Bed and Breakfast style accommodation and it was largely out of use, apart from for short term emergency stays, by the time the RRTP was developed. Additionally, the Council had in place:

- a Mediation Service;
- a Rent Deposit Guarantee scheme;
- a funded post in the Housing Benefits section to give a named person contact for benefits issues for Homeless applicants;
- a funded Occupational Therapist post to build links to the HSCP, provide expertise on complex cases and lead on bespoke new build solutions where required

In terms of working with Women’s Aid, the Council own the Refuge in Argyll and Bute and fund a management agreement with Argyll and Bute Women’s Aid to provide services both at the Refuge and across the communities of Argyll and Bute by outreach services.

Accordingly, the RRTP sought to build on the services that had been put in place and move towards a full rapid rehousing service.

4.3 This RRTP update details statistics and progress for 2020/21, and also considers the complexity of delivering transformational change within the reality of the Covid pandemic and the need to provide immediate front line solutions as lockdown changed all our working practices and lives in 2020/21. Scottish Government funding is made available annually to support RRTP works.

4.4 416 homeless applications were recorded during the period from 1<sup>st</sup> April to 31<sup>st</sup> March 2021. Our original RRTP aim was that the number of homeless applicants would reduce from 517 per annum (2017/18) to 300 (2023/24). 460 homeless applications were taken in 2018/19. 434 homeless applications were taken in 2019/20.

4.5 The number of Prevention and Advice cases reduced from 1,456 in 2019/20 to 1,114 in 2020/21 which is a reduction of 342 cases (24%),

4.6 These figures however may not indicate a trend in Argyll and Bute. Rather, they may just be a reflection of the reality of Covid related changes to legislation that meant landlords had to provide extended notice periods for legal action to end tenancies, and there was also an eviction ban in place. At this stage it is therefore impossible to predict whether this level of downward trend will continue.

4.7 Despite the complexities of the lockdown, a number of key pieces of work were undertaken during 2020/21:

**The Rent Arrears Prevention Fund** was reviewed in 2021 in conjunction with our RSL partners to realign it to emerging Covid issues. Due to Covid, it had become clear that people were facing issues of reduced income and increased household costs due to lockdown. As Argyll and Bute is predominately off gas grid, lockdown meant that household utility bills increased as people spent significantly more time at home, and this was identified as putting pressure on rent payments. As at 31st March 2021 the Rent Arrears Prevention Fund has assisted 36 households at a cost of £60,945.

**Decoration Project** - The aim of the project is to assist households on low incomes to sustain an RSL tenancy provided to them through the statutory homeless process. Many homeless households cannot afford to decorate their properties or bring them up to a standard where they take ownership of their house and see it as their home. The decoration project aims to assist households to make a house a home and have a greater chance of sustaining that home.

Principally, the project aims to ensure that properties are decorated to a good standard and ready for occupation. Whilst it is recognised that decoration is often a barrier to new tenants, it is also the case that other items can be crucial to providing the homely environment that is essential for tenancy sustainment. There has been good uptake of the decoration fund during 2020/21. 38 new tenants have been assisted at a spend of £25,172. To date all tenancies that received funds from our Decoration Project have been sustained successfully.

**Flexible Emergency Fund** - The aim of the Fund is to ensure that funds are available at local locations to provide immediate solutions for clients. This can be funds being provided to facilitate gas or electricity top ups, or food or any range of crisis interventions that can be resolved simply by having funds available. The fund is held by local support providers and they administer it and there was a total fund of £8,250 available in 2020/21. This fund became invaluable during Covid Lockdown as it gave a means for support agencies to provide phones to clients, which were essential for people to be able to stay in touch with all services during that time.

Unspent RRTP funding from 2020/21 has been carried over to 2021/22. The Rent Arrears fund, Décor Fund and Flexible Emergency Fund will continue. Additionally a Mental Health Practitioner Post will be taken forward, along with our first set of Housing First tenants in partnership with our RSL colleagues.

## 5.0 CONCLUSION

- 5.1 2020/21 was particularly challenging for providing a front line homeless service. However, within that complex environment a number of key pieces of RRTP work have been taken forward and these have provided significant benefit to members of our community during the Covid pandemic.

## **6.0 IMPLICATIONS**

- 6.1 Policy None
- 6.2 Financial Funds are provided by the Scottish Government
- 6.3 Legal Argyll and Bute Council is required to present and action a RRTP
- 6.4 HR None
- 6.5 Fairer Scotland Duty: (please refer to guidance on Hub) None
  - 6.5.1 Equalities - protected characteristics None
  - 6.5.2 Socio-economic Duty None
  - 6.5.3 Islands None
- 6.6 Risk None
- 6.7 Customer Service None

**Kirsty Flanagan**

**Executive Director with responsibility for Development and Economic Growth**

**Policy Lead Robin Currie, Policy Lead for Economy and Rural Growth**

7<sup>th</sup> July 2021

### **For further information contact:**

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Head of Development and Economic Growth

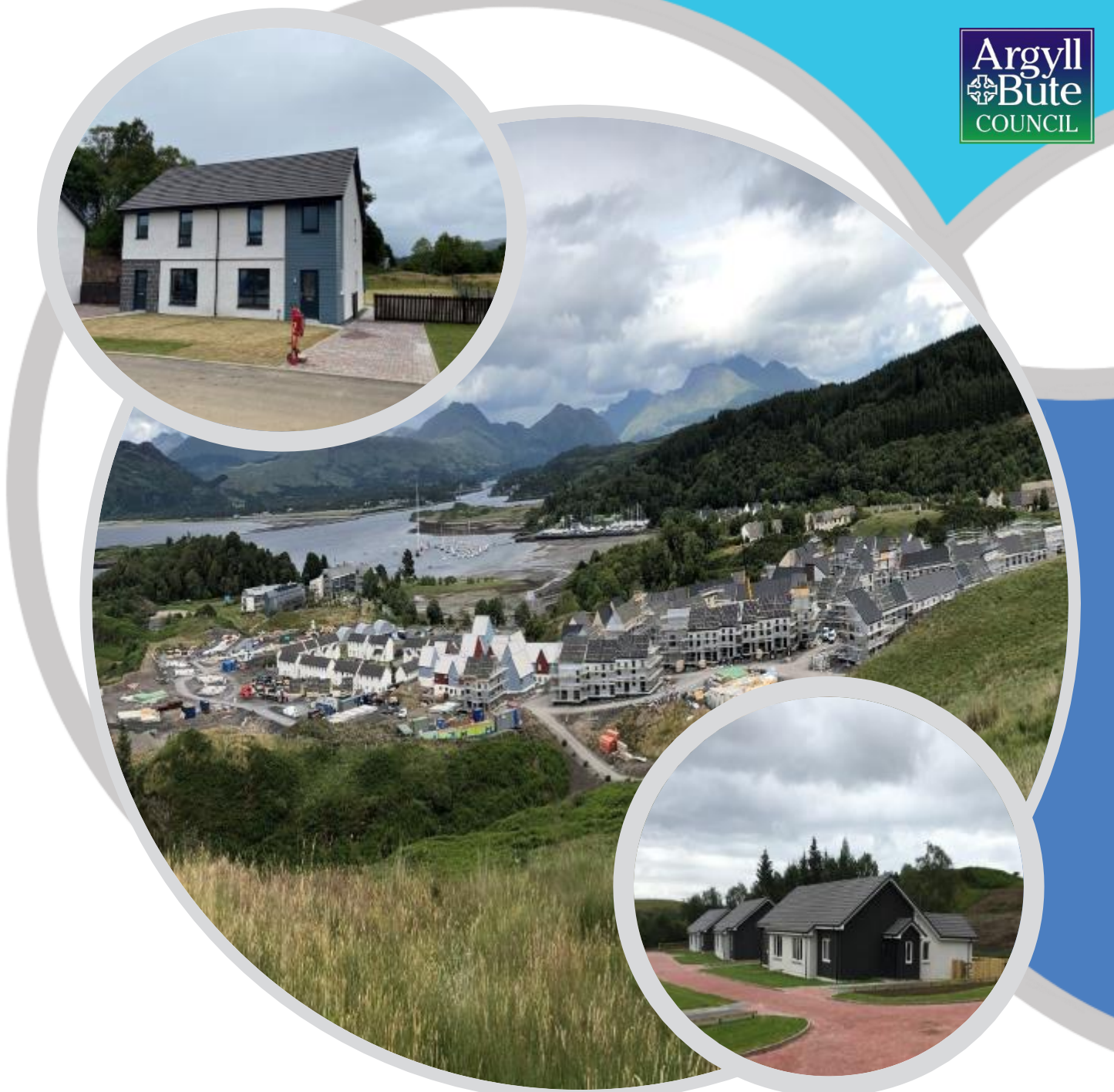
### **APPENDICES:**

#### **APPENDICES**

Appendix 1 **Argyll And Bute Rapid Rehousing Transition Plan Update  
June 2021**

Appendix 2 **Monitoring Report - activity and funding**

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# ARGYLL AND BUTE RAPID REHOUSING TRANSITION PLAN UPDATE JUNE 2021

**Prepared by**

Argyll and Bute Council Housing Services

**Contact**

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## 1. Introduction

Argyll and Bute Council's Rapid Rehousing Transition Plan (RRTP) was first developed in response to The Homelessness and Rough Sleeping Action group (HARSAG) report *Scotland's transition to rapid rehousing – market area analysis, legislative and culture review* along with *Guidance for Local Authorities and Partners on Rapid Rehousing Transition Plans (RRTP)* in June 2018.

The guidance required that the local authority and partners (Housing Associations, Health and Social Care Partnership etc.) prepare a 5 year transformational plan for homeless services recognising that *“A safe and secure home is the best base to build and live our lives. Reducing the time people spend homeless and in temporary accommodation also reduces the damage to people's health and wellbeing that homelessness causes”*.

At that time the Argyll and Bute Council RRTP stated that “Rapid Rehousing is an ambitious proposal which should be delivered in the context of creating and sustaining mixed and diverse communities across the whole of Argyll and Bute. There are particular and competing demands on the affordable housing stock, for homeless people, for our ageing population and to house the workers essential for our future economic prosperity, as well as for the general needs of those who simply want to live here. Balancing these competing demands has been a major consideration in creating our Rapid Rehousing Transition Plan.”

Argyll and Bute Council's RRTP built on existing processes and services that were in place. The Council had previously had a strategy to minimise the use of Bed and Breakfast style accommodation and it was largely out of use, apart from for short term emergency stays, by the time the RRTP was developed. Additionally, the Council had in place:

- a Mediation Service
- a Rent Deposit Guarantee scheme
- a funded post in the Housing Benefits section to give a named person contact for benefits issues for Homeless applicants
- a funded Occupational Therapist post to build links to the HSCP, provide expertise on complex cases and lead on bespoke new build solutions where required

In terms of working with Women's Aid, the Council own the Refuge in Argyll and Bute and funded a management agreement with Argyll and Bute Women's Aid to provide services both at the Refuge and across the communities of Argyll and Bute by outreach services.

Accordingly, the RRTP sought to build on the services that had been put in place and move towards a full rapid rehousing service.

This RRTP update details statistics and progress for 2020/21, and also considers the complexity of delivering transformational change within the reality of the Covid pandemic and the need to provide immediate front line solutions as

lockdown changed all our working practices and lives in 2020/21. Appendix A of this report provides a risk analysis of our work on the RRTP. The accompanying document “Rapid Rehousing Transition Plan - Monitoring Report - activity and funding” gives more specific detail on financial outcomes for 2020/21.

## 2. Local Housing Market and Homelessness Context

### i. Local Housing Market

As of 2020 there were 2,470 active applicants on the HOMEArgyll waiting list: 1,611 were deemed to be in housing need (i.e. in receipt of points according to the common allocation policy): 1,619 (66%) were on the general list; 667 (27%) on the transfer list; and 183 on the Homeless list (i.e. 7% of the total). In total, 257 applicants (10%) received the maximum 200 points and would be deemed to be in urgent housing need. The average length of time on the waiting list for open homeless applicants was 61 weeks (but this varied considerably for individual cases).

Comparing waiting list demand for social housing with available lets (pressure ratios) provides a provisional indication of potential imbalances in supply and demand and can highlight areas experiencing housing pressures. Overall, there are around 3 applicants per available let in Argyll and Bute, i.e. a pressure ratio of 3:1 however this varies considerably by HMA as the following table illustrates. Based solely on these figures, the most pressurised areas would appear to be Coll & Tiree (6:1) and Islay, Jura & Colonsay (7:1).

#### Pressure Ratios by HMA and Property Size, 2019/20

HMA	0/1 bed	2beds	3beds	4beds	5+ beds	Totals
Bute	1:1	1:1	1:1	4:1	n/a	1:1
Coll & Tiree	15:0	1:1	n/a	1:0	1:0	6:1
Cowal	3:1	3:1	3:1	5:1	3:0	3:1
Helensburgh & Lomond	7:1	2:1	5:1	2:1	7:0	4:1
Islay Jura & Colonsay	7:1	5:1	11:1	4:0	n/a	7:1
Kintyre	1:1	1:1	2:1	2:1	n/a	1:1
Lorn	7:1	3:1	5:1	32:1	5:0	5:1
Mid Argyll	5:1	1:1	3:1	7:1	2:0	2:1
Mull & Iona	8:1	3:1	5:1	2:0	2:0	6:1
A&B Totals	4:1	2:1	3:1	6:1	20:0	3:1

Source: Council Abrisas CHR Reports & Annual RSL Returns, 2019/20

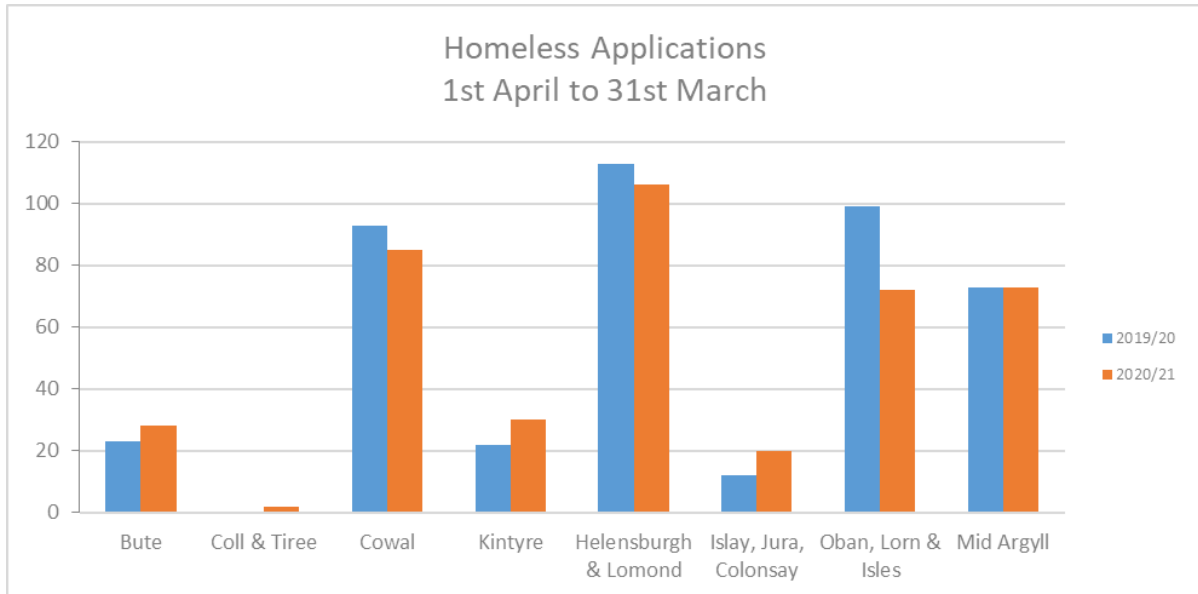
**Registered Social Landlord (RSL) Allocations**

In 2020/21 221 lets, which equated to 35% of total lets, were made to Homeless Applicants by the Home Argyll Partner landlords (ACHA, Dunbritton, Fyne Homes & West Highland Housing Association). During the Covid lockdown the Home Argyll partnership prioritised homeless and domestic abuse cases.

**ii. Homelessness**

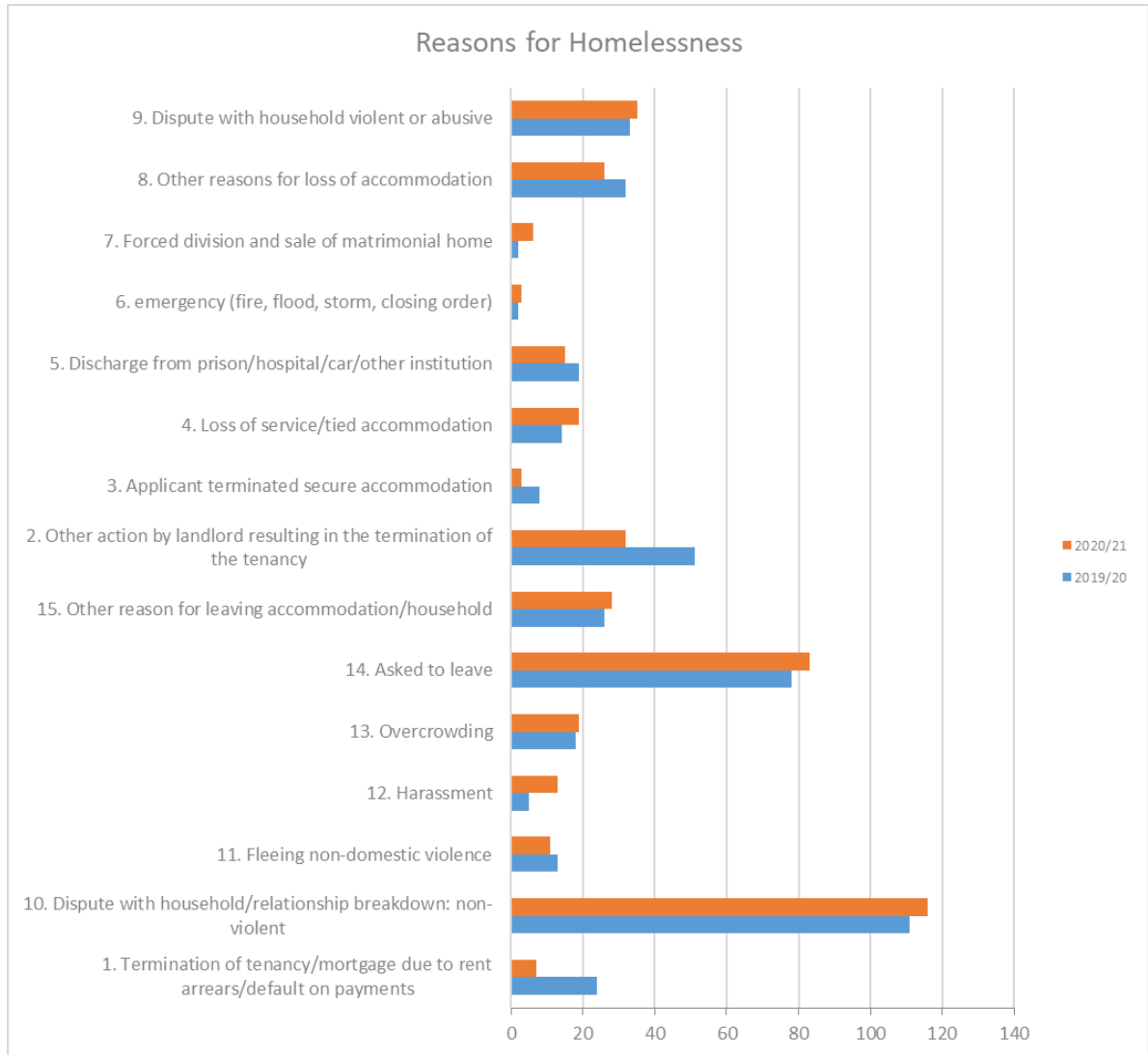
- 416 homeless applications were recorded during the period from 1<sup>st</sup> April to 31<sup>st</sup> March 2021. Our original RRTP aim was that the number of homeless applicants would reduce from 517 per annum (2017/18) to 300 (2023/24). 460 homeless applications were taken in 2018/19. 434 homeless applications were taken in 2019/20.





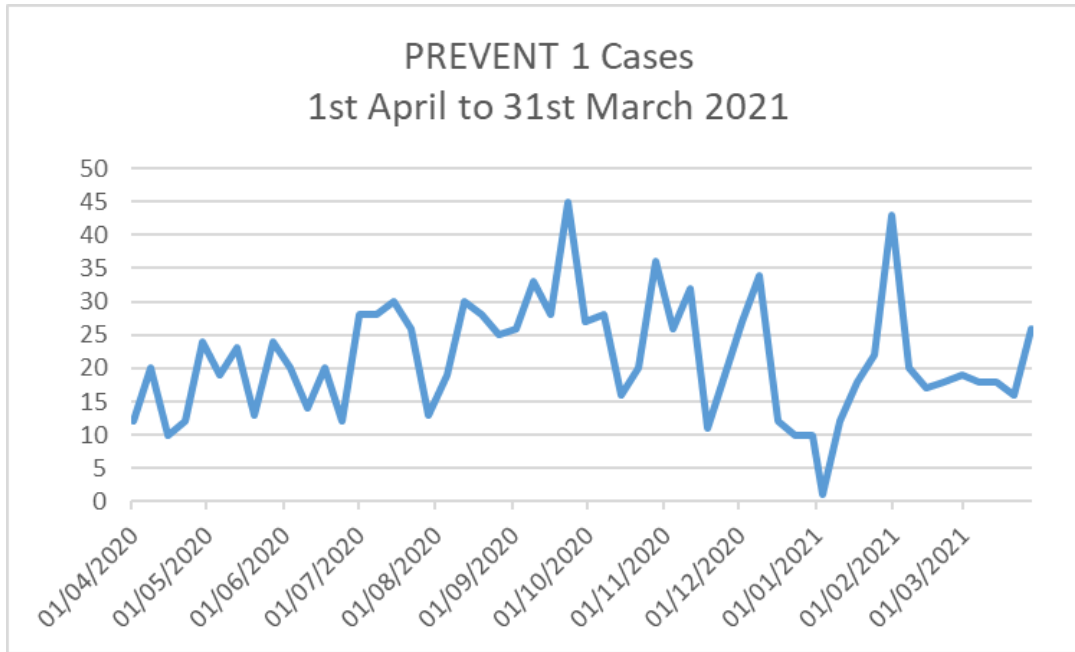
### Reasons for Homelessness

The main reasons for homelessness remains consistent with previous years with **'Dispute with Household – non-violent'** and **'Asked to Leave'** being the main reasons. At 31<sup>st</sup> March, there were 5 more cases than in the previous year presenting as a result of **'Dispute with household – violent or abusive'** and 5 more cases presenting as a result of being **'Asked to Leave'**.



### Homelessness Prevention

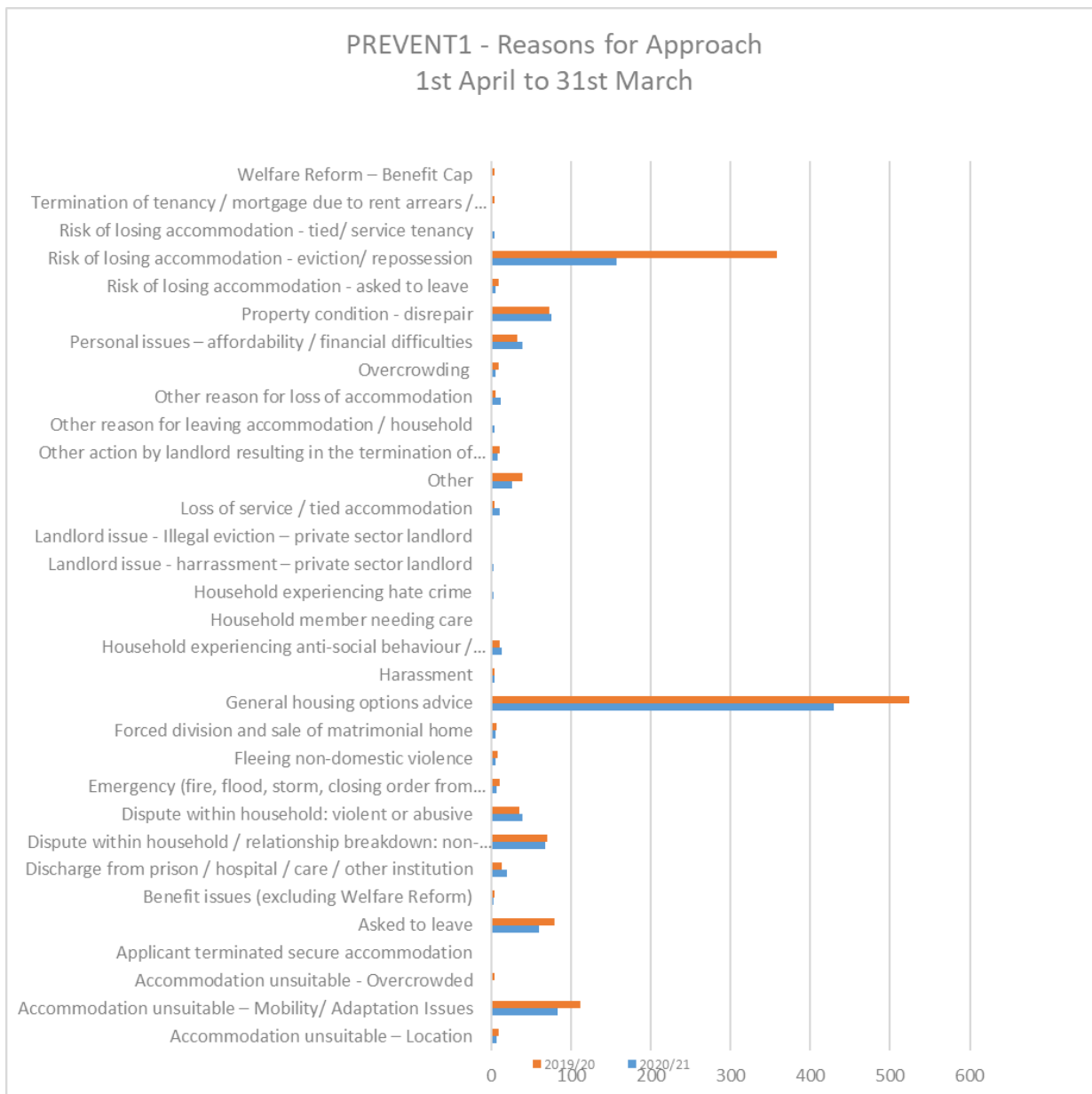
The number of Prevention and Advice cases has reduced from 1,456 in 2019/20 to 1,114 in 2020/21 which is a reduction of 342 cases (24%). The table below shows illustrates the numbers by month.



The graph below illustrates the reduction in the number of households seeking advice in respect of 'A Risk of Losing Accommodation by eviction/repossession', or, seeking 'General Housing Advice'.

Risk of losing accommodation by eviction/repossession reduced from 358 households to 158 (56% reduction).

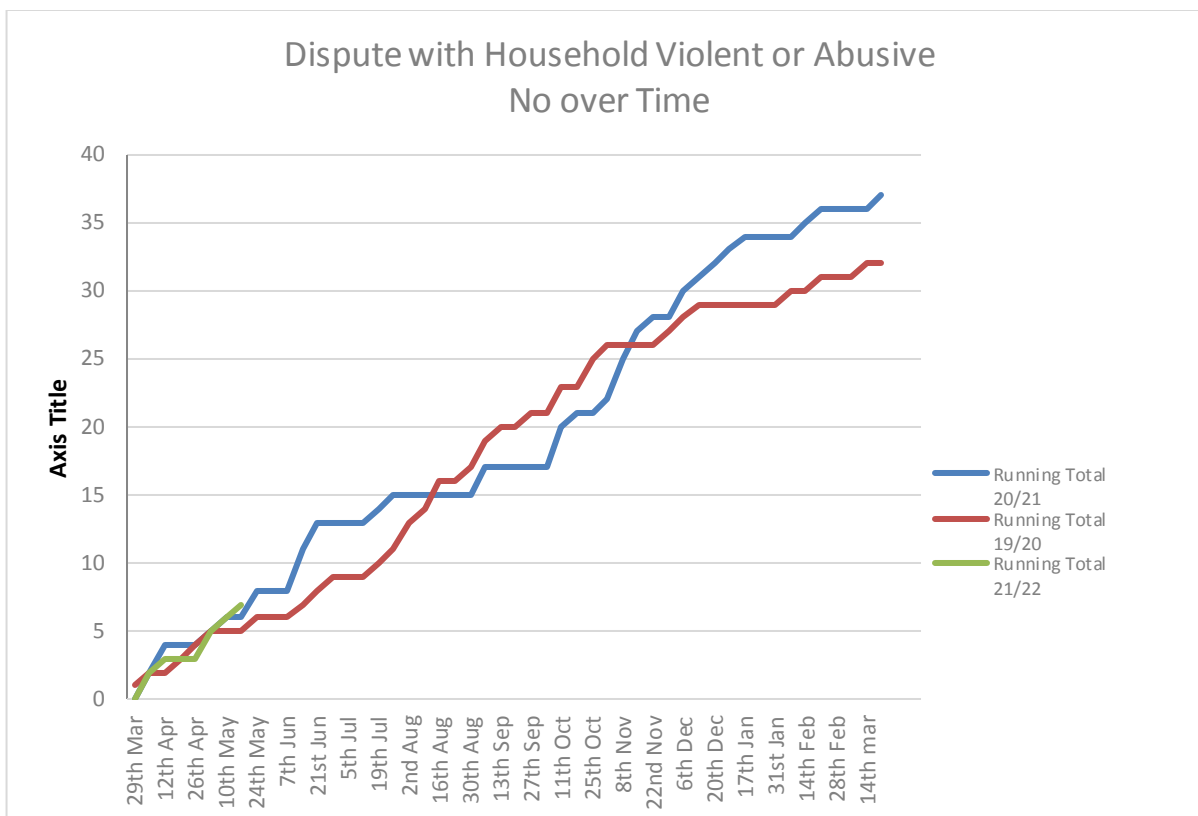
General Housing Advice reduced from 524 households to 429 (18% reduction).



These figures however may not indicate a trend in Argyll and Bute. Rather, they may just be a reflection of the reality of Covid related changes to legislation that meant landlords had to provide extended notice periods for legal action to end tenancies, and there was also an eviction ban in place. At this stage it is therefore impossible to predict whether this level of downward trend will continue.

**Domestic Abuse**

In 2020/2021, there were **35** households who made a homeless application due to being the victim of domestic abuse. This was an increase on the previous year. As above, it is impossible to predict whether this is an upward trend or whether the Covid lockdown played a part in creating dangerous household circumstances which people had to move from.



### 3. Temporary accommodation supply

The RRTP vision for temporary tenancies was:

- The number of homeless applicants will reduce from 517 per annum (2017/18) to 300 (2023/24). 460 homeless applications were taken in 2018/19. 434 homeless applications were taken in 2019/20. 416 homeless applications were recorded during the period from 1<sup>st</sup> April to 31<sup>st</sup> March 2021.
- Units of temporary accommodation are accordingly reduced from 140 to 100 (2023/24). Due to COVID lockdown the Council had to increase the number of temporary accommodation units in the short term.
- People spend as little time as possible in temporary tenancies before finding permanent re-housing and no more than 26 weeks without good reason reducing to 20 weeks by 2024. In 2019/20 this figure was 26 weeks, and in 2020/21 the figure rose to 29 weeks. This increase could be due to Covid lockdown when additional accommodation had to be procured.
- People sustain permanent tenancies with a reduction in repeat homelessness. 5.7% of households were repeat homeless cases in 2018/19. In 2019/20 there was a further reduction to 5.3% however in 2020/21 the figure rose to 6.8%. This was an increase of 7 cases. This increase could be Covid lockdown related as limited homelessness



prevention face to face support or mediation could be provided and will require further review and analysis in the coming year.

The Covid lockdown brought particular challenges to this piece of work in 2020/21. Additional accommodation had to be sourced at the start of lockdown, as it became clear there would be a backlog of void lets whilst our partner RSL's adjusted to the new arrangements. Therefore, unusually for Argyll and Bute Council, homeless applicants had to be placed in B & B. Whilst this was far from our intended approach it was essential as it was the only means that homeless applicants could be provided with immediate accommodation in their area of choice. This was unfortunately a backward step in terms of our approach to providing self-contained accommodation and we recognised that it created particular challenges for families with children who also had the complexity of home schooling. Moving the families to self-contained accommodation was undertaken as a priority as lockdown eased, but we must accept that the reality is that in 2020/21 greater numbers of homeless applicants spent time in unsuitable accommodation than was our usual approach, much less our proposed RRTP approach. We have worked hard to find more suitable accommodation options, and at present are on target to meet the requirements of The Unsuitable Accommodation Order when it comes into force on 30 September 2021. However, we recognise that this progress may indeed be fragile, and any further lockdowns could lead to us having to source short term accommodation again.

In terms of Housing First we have been able to make some progress despite Covid. We recognise now that for Housing First to be fully implemented it must be on the basis of offering full SST's, rather than flipping SSST's. In 2020/21 we set up a Housing First Delivery Group with our Home Argyll partners. To date the group has agreed a Memorandum of Understanding for Housing First governance and processes which is being presented to partner RSL Boards. We had intended to implement 10 housing first tenancies in 2020/21. However it was agreed by the group that as, due to Covid, we could not provide crucial face to face intense support in new tenancies this work would be delayed until it could be safely provided by our identified Support Providers. The target of ten tenancies will now be moved onto 2021/22 to be implemented. Again, we recognise that any further Covid lockdowns could jeopardise this work.

#### **4. Identifying support needs**

Housing Services staff provided a virtual Housing Service as soon as lockdown was announced. Tenancy support providers had to look at new ways to deliver support and this was carried out virtually however several support practitioners continued to deliver face to face support to those who were extremely vulnerable and struggled with lockdown and isolation, taking into account social distancing. Support practitioners saw an increase in support given to service users who had been furloughed and then made redundant in accessing benefits or support to apply for employment and also an increase in supporting people with poor mental health. Support has been some service user's lifeline during lockdown.

Housing Services and the support providers were required to respond quickly to a range of complex issues. New ways of delivering support via WhatsApp, Messenger, Skype, emails, text messages were put into place. Our Housing Support providers provided a virtual drop in service for Universal Credit (UC). This enabled service users to get assistance with general UC claims or applying for UC, which was crucial as due to lockdown many people found themselves with reduced incomes and were unfamiliar with the benefits system.

Our focus in 2020/21 in terms of support was clearly on providing services to those in immediate need due to Covid. However, we were able to undertake some specific actions on our RRTP actions for Tenancy Support. The post of Mental Health/Addictions Practitioner was planned as it was recognised that a patchwork of support services was available across a large rural and island area in Argyll and Bute. The Mental Health/Addictions Practitioner would seek to ensure that appropriate services could be accessed by clients at the appropriate location, and build contacts and service links. The role of the post would include awareness raising of housing options within the HSCP so that the HSCP could refer into housing services at an earlier stage to try and avoid/minimise any crisis situations. Additionally, the Mental Health/Addictions Practitioner would play a key role in the roll out of Housing First by being a key contact for clients and the service providers supporting them.

The Mental Health / Addictions Practitioner work stream has been by far the most challenging part of the RRTP in 2020/21. Good joint work was done with the local HSCP which agreed to advertise the post and employ the post holder, and this is seen as the preferred route as we develop our partnership work with the HSCP with this post being crucial to creating and strengthening links. However, despite the post being advertised several times, we have been unable to recruit. It is impossible to determine the reason for this, particularly given the challenges of Covid. However, the post is temporary in line with the funding arrangements and it may be case that may be off putting to potential candidates, and equally may not give enough job security to make somebody consider moving to Argyll and Bute to take up the post. This workstream will continue to be pursued in 2021/22.

As stated above, in 2020/21 the Argyll and Bute Council Housing team quickly implemented a virtual service. As part of that we have been trialing the Near Me system, as a means to facilitate virtual face to face communication with clients. This could be a transformational change to our services, and has the potential to provide parity of service to rural, remote and island clients in a way which has never been realistic before. We are involved in the national working group which is working on the national roll out of the system. As a result, we have added this work to our RRTP workstream for 2021/22.

A number of parts of the RRTP which were in place in 2020/21 proved to be critical in our Covid response. The Rent Arrears prevention project was subject to a Covid review to make sure it met the needs of applicants facing new and challenging circumstances. It has been a vital prevention tool and will continue to be so during Covid recovery. Full details on spend are available in the

accompanying document - "Rapid Rehousing Transition Plan - Monitoring Report - activity and funding".

Our Decoration Project was similarly crucial during 2020/21 in helping new tenants make their new tenancy a home, and also helping new tenants who were in Temporary Accommodation move timeously to their new home. This was crucial to free up suitable temporary accommodation for those who were in unsuitable B & B. Full details on spend are available in the accompanying document - "Rapid Rehousing Transition Plan - Monitoring Report - activity and funding". The following pictures show before and after of a new tenancy as a result of input from our decoration project funds:

**Before**



After



Our Flexible Emergency Fund meant that we could provide immediate solutions at local locations by trusted providers even during full lockdown and was again a useful tool. Full details on spend are available in the accompanying document - "Rapid Rehousing Transition Plan - Monitoring Report - activity and funding".

The Rent Arrears Prevention project, Décor Project and Flexible Emergency Fund will be on-going work streams for our RRTP in 2021/22.

## APPENDIX A

## RRTP actions at June 2021:

Action	Progress	Status	Comments
Rent Arrears Prevention Fund	In operation	On Target	Will continue in 2021/22
Decoration Project	In operation	On Target	Will continue in 2021/22
Flexible Emergency Fund	In operation	On Target	Will continue in 2021/22
Mental Health / Addictions Practitioner	Post advertised again	Not on Target	
Establish a rural Housing First model	MOU underway.	Partly on Target	10 tenancies to commence in 2021/22.
Housing First/RRTP Training	Dates agreed	Partly on Target	To include Housing practitioners from RSL's and RSL Board Members
<p>The number of homeless applicants will reduce from 517 per annum (2017/18) to 300 (2023/24). 460 homeless applications were taken in 2018/19. 434 homeless applications were taken in 2019/20.</p> <p>Units of temporary accommodation are accordingly reduced from 140 to 100 (2023/24).</p> <p>People spend as little time as possible in temporary tenancies before finding permanent re-housing and no more than 26 weeks without</p>	<p>Reduction - 416 Homeless Applicants in 2020/21.</p> <p>Due to Covid lockdown, additional temporary accommodation was required.</p> <p>26 weeks in 2019/20. 29 weeks in 2020/21.</p>	Partly on Target	

<p>good reason reducing to 20 weeks by 2024.</p> <p>People sustain permanent tenancies with a reduction in repeat homelessness. 5.7% of households were repeat homeless cases in 2018/19.</p>	<p>Repeat homeless cases were 5.3% in 19/20 and 6.8% in 20/21. An increase of seven cases in 2020/21.</p>		
<p>Implement Near Me as virtual face-to-face communication tool.</p>	<p>System testing underway</p>	<p>Partly on Target</p>	

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# RAPID REHOUSING TRANSITION PLAN

Monitoring Report - activity and funding  
(RRTP funding - part of the Ending  
Homelessness Together Fund)



## **Scottish Government Ending Homelessness Fund Monitoring of Implementation of Rapid Rehousing Transition Plans**

As part of the Scottish Government's Ending Homelessness Together Fund, funding of £8m was agreed with COSLA for 2020/21 and additional funding of £5m was provided to local authorities from the Winter Support for Social Protection fund to all local authorities to support the implementation of Rapid Rehousing Transition Plans (RRTPs). We are asking all local authorities to provide a written report on how they have spent their allocation of funding and progress to date. We would ask local authorities to remember to include funding carried over from 2019/20.

We would ask that all local authorities complete this report and include it with their amended RRTP for 2021/22 or latest version available which should be submitted to the Scottish Government by **30 June 2021**. We realise this may be subject to final accounts being cleared by Audit.

Included is a template to provide detail on specific activities which should be replicated for each activity you have taken forward in implementing your Rapid Rehousing Transition Plan. For example we are looking for information on specific activities such as prevention; recruitment of staff; temporary accommodation; shared tenancies; Housing First; or mediation.

We have also included a template for reporting on RRTP funding which has not been spent during 2020/21 and how local authorities plan to spend it during 2021/22.

Please submit this report, RRTP, an updated EQIA and any accompanying documents to: [RapidRehousingTransitionPlansMailbox@gov.scot](mailto:RapidRehousingTransitionPlansMailbox@gov.scot)

If there are any questions then please send them to the mailbox and a member of the team will contact you to discuss.

**Local Engagement and Rapid Rehousing Team**

### Details of funding recipient

Local Authority	<b>Argyll and Bute Council</b>		
Reporting Period	<b>01/04/2020</b> <small>DD/MM/YYYY</small>	<b>to</b>	<b>31/03/2021</b> <small>DD/MM/YYYY</small>
Reporting Officer	<b>Iona MacPhail</b>		
Position	<b>Housing Team Lead - Operations</b>		
Date Completed	<b>02/06/21</b>		
RRTP Funding carried over from 2019/20	<b>£76,438</b>		
RRTP Funding received for 2020/21 <small>£8m RRTP Funding confirmed 17/08/20</small>	<b>£170,000</b>		
Winter Support Fund received for 2020/21 <small>£5m Funding confirmed on 18/12/20</small>	<b>N/A</b>		

## 2020/21 Activity

<b>Activity Name:</b>	Rent Arrears Prevention Fund			
<b>Activity Description:</b>  Provide a short overview of the aims and the transformative nature of this activity.	<p>The aim of the project is to prevent homelessness by taking preventative action to allow people to maintain their current tenancy. This fund assists households who are at risk of homelessness due to rent arrears. Claims are assessed based on the household's entitlement to Housing Benefit over the previous 12 months. If there was a good reason for the household not to have claimed their entitlement e.g. mental health issues, then the fund will pay the entitlement.</p> <p>As at 31st March 2021 the Rent Arrears Prevention Fund has assisted 36 households at a cost of £60,945.</p>			
<b>Allocation Spent on activity:</b>		SG RRTP funding	Local Authority funding	Other
	£	£60,945	£0.00	£0.00
<b>Overview of progress made to date:</b>  Provide a short summary of the work undertaken in the past year, progress made and challenges.	<p>The Rent Arrears Prevention Fund was reviewed in 2021 in conjunction with our RSL partners to realign it to emerging Covid issues. Due to Covid, it had become clear that people were facing issues of reduced income and increased household costs due to lockdown. As Argyll and Bute is predominately off gas grid, lockdown meant that household utility bills increased as people spent significantly more time at home, and this was identified as putting pressure on rent payments.</p> <p>Landlords are asked to explore alternative payment options before applying to the Rent Arrears Prevention Project. They should have explored welfare rights advice to claim all benefits due. Additionally, the Tenant Loan Fund should have been explored as a method of payment. However, we have found that in the majority of these cases, the Tenant Loan Fund wasn't a realistic option due to multiple debts.</p> <p>It was also identified that the Rent Arrears Prevention Project could be used to provide positive interventions for rapid rehousing for Home Argyll Direct list applicants, prior to point of crisis and a homeless application being required. The main barrier was with regards to payments for previous debts. In terms of the Housing (Scotland) Act 2001, in cases where the rent arrears amount is no more than one twelfth of the annual rent, or where an arrangement is in place for paying the arrears and has been kept to for at</p>			

	<p>least three months, arrears can't be taken into account. However, it was recognised that sums may be owed that are outwith the clients means to pay either in totality or by a payment plan and this did create a significant barrier to rehousing. In these cases, the Rent Arrears Prevention Project assists landlords in working with the client to put a suitable payment plan in place, and can pay three months payment in advance to allow access to the housing list. Where necessary, an additional lump sum payment can be made to allow a realistic sum for a payment arrangement to be made with the client that will be affordable for them in the new tenancy.</p> <p>As a result of Covid it is recognised that there have been substantial changes to legal actions processes for rent arrears, which may delay decrees being awarded. However, it is in all parties' best interests to implement early intervention strategies to assist clients before crisis point and to reduce a potential large scale number of decrees when legal actions resume. Likewise, as a result of COVID many tenants have been furloughed or are experiencing reduced incomes and applications can be made to effectively assist those who have experienced these circumstances to protect their tenancies in the short term until their incomes return to previous levels. To that end applications are now welcomed which intervene at an early stage to stabilise rent payments and therefore secure tenancies. A housing support assessment is carried out and an appropriate support package is put in place if required.</p> <p>In the cases where payments have been made, outcomes have been very positive with tenancies being sustained successfully in the majority of cases. Just one case has experienced further difficulties. No evictions have taken place where interventions were made using the Rent Arrears Prevention Fund.</p>			
<p><b>Future spend planned on this activity in 2021/22:</b></p>	<p>£</p>	<p>SG RRTP Funding</p>	<p>Local Authority funding</p>	<p>Other</p>
		<p>£110,000</p>	<p>£0.00</p>	<p>£0.00</p>
<p><b>Implementation in 2021/22:</b></p> <p>Provide a short summary of the aims and targets for this activity during 2021/22.</p>	<p>We recognise that as lockdown eases, rent arrears actions may resume at higher levels than during 2020/21. Therefore the focus will be on working with our RSL partners to take preventative action to stabilise rent accounts in order that legal actions aren't raised and homelessness is prevented. Similarly, the Rent Arrears Prevention Fund is open to private sector landlords and we will work with them to prevent legal actions leading to</p>			

	homelessness. We will continue to intervene where payments will enable access to the Home Argyll Direct List thereby enabling rapid rehousing and planned moves.
<p><b>Plans for mainstreaming this activity:</b></p> <p>Provide detail of the timescale and plans to mainstream / when this activity will end:</p>	<p>Given that this fund has been available during the extraordinary period of Covid lockdown and attendant suspension of eviction action, it is difficult to determine with certainty the effectiveness of the fund under “normal circumstances”. However, we will seek to review the effectiveness of the fund as the situation returns to normal during 2020/21.</p> <p>We note that The Scottish Government has announced a £10 million grant fund to support tenants who have fallen into rent arrears as a direct result of the coronavirus pandemic, to be made available later in this year. We will review our Rent Arrears Prevention Fund to ensure that it works alongside that fund when it becomes available, in order that as many cases as possible in Argyll and Bute receive assistance.</p>

## 2020/21 Activity

<p><b>Activity Name:</b></p>	<p>Decoration Project</p>
<p><b>Activity Description:</b></p> <p>Provide a short overview of the aims and the transformative nature of this activity.</p>	<p>The aim of the project is to assist households on low incomes to sustain an RSL tenancy provided to them through the statutory homeless process. Many homeless households cannot afford to decorate their properties or bring them up to a standard where they take ownership of their house and see it as their home. The decoration project aims to assist households to make a house a home and have a greater chance of sustaining that home.</p> <p>Principally, the project aims to ensure that properties are decorated to a good standard and ready for occupation. Whilst it is recognised that decoration is often a barrier to new tenants, it is also the case that other items can be crucial to providing the homely environment that is essential for tenancy sustainment.</p> <p>Therefore, the decoration project provides a number of opportunities and solutions to try to offer the best range of options for new tenants to make a home.</p> <ul style="list-style-type: none"> <li>• <b>Decoration of the property by RSL</b></li> <li>• <b>Match funds provided by RSL for tenant to decorate themselves</b> - (The RSL makes the enhanced payment to the new tenant and invoices</li> </ul>

	<p>Argyll and Bute Council for the sum due in order that payments are fast tracked to tenants).</p> <ul style="list-style-type: none"> <li>• <b>Rent overlap</b> - Where a new tenant effectively has rent due for two properties whilst they arrange décor of their new home. (RSL's invoice for the sum due to reduce admin tasks for new tenant so they can focus on moving into their new home).</li> <li>• <b>Home Décor and White Goods</b> - Clients should be assisted to make appropriate claims for assistance for household goods (e.g SWF). However, it is recognised that in some instances not all items will be made available and this can be crucial in creating a homely setting.</li> <li>• <b>Ancillary Services</b> - Where a client struggles to move into their newly decorated home, funds can be made available for van hire to ensure a timeous and positive move to the property for the client.</li> </ul>			
<p><b>Allocation Spent on activity:</b></p>	£	SG RRTP funding	Local Authority funding	Other
		£25,172	£0.00	£0.00
<p><b>Overview of progress made to date:</b></p> <p>Provide a short summary of the work undertaken in the past year, progress made and challenges.</p>	<p>There has been good uptake of the decoration fund during 2020/21. 38 new tenants have been assisted at a spend of £25,172. It seems that the range of measures available within the scope of the project is suitable to the needs of new tenants. A Covid review was carried out and identified that closed Argyll and Bute Council offices meant that payment cards could not be issued for home décor and white goods. As a result, a system of paying direct to applicants was put in place and worked well. It was identified at that review that a supervised spend option may be required and would be facilitated if necessary, however that option was not required nor implemented.</p> <p>To date all tenancies that received funds from our Decoration Project have been sustained successfully.</p>			
<p><b>Future spend planned on this activity in 2021/22:</b></p>	£	SG RRTP Funding	Local Authority funding	Other
		£35,000	£0.00	£0.00
<p><b>Implementation in 2021/22:</b></p>	<p>We will continue to operate the fund in 2021/22 under the same operating arrangements as were put in place after</p>			

Provide a short summary of the aims and targets for this activity during 2021/22.	the Covid review of the procedure, and monitor the tenancy sustainment data.
<p><b>Plans for mainstreaming this activity:</b></p> <p>Provide detail of the timescale and plans to mainstream / when this activity will end:</p>	It would appear that his project is producing high tenancy sustainment figures. However, we must consider these figures with some caution as 2020/21 has been an extraordinary year which may not provide suitable baseline data. We will monitor these figures with our RSL colleagues with a view to determining whether the activity should be mainstreamed.

## 2020/21 Activity

<b>Activity Name:</b>	Flexible Emergency Fund			
<p><b>Activity Description:</b></p> <p>Provide a short overview of the aims and the transformative nature of this activity.</p>	The aim of the Flexible Emergency Fund is to ensure that funds are available at local locations to provide immediate solutions for clients. This can be funds being provided to facilitate gas or electricity top ups, or food or any range of crisis interventions that can be resolved simply by having funds available. The fund is held by local support providers and they administer it.			
<p><b>Allocation Spent on activity:</b></p>	£	SG RRTP funding	Local Authority funding	Other
		£8,250	£0.00	£0.00
<p><b>Overview of progress made to date:</b></p> <p>Provide a short summary of the work undertaken in the past year, progress made and challenges.</p>	<p>In 2020/21 funds were provided to Blue Triangle Housing Association, which offers high level supported accommodation in Lorn; Carr Gorm, which offers housing support across all of Argyll and Bute; the HELP project, which provides support to young people in Bute and Cowal; and Womens Aid which provides support across Argyll and Bute to victims of Domestic Abuse. This worked well to ensure that funds were available locally across the rural and remote areas through well known and trusted locally operating services.</p> <p>This fund became invaluable during Covid Lockdown as it gave a means for support agencies to provide phones to clients, which were essential for people to be able to stay in touch with all services during that time.</p>			
<p><b>Future spend planned on this activity in 2021/22:</b></p>	£	SG RRTP Funding	Local Authority funding	Other
		£5,000	£0.00	£0.00



<p><b>Implementation in 2021/22:</b></p> <p>Provide a short summary of the aims and targets for this activity during 2021/22.</p>	<p>Argyll and Bute Council Housing Services is rolling out Near Me as a communication tool in 2021/22. Lockdown has shown us that using virtual methods to have face to face contact is possible, and can much enhance the customer experience. Many clients have engaged with us virtually successfully during lockdown, though we recognise that some will wish to use other methods. Near Me offers a new opportunity for parity of service to rural, remote and island communities and the provision of phones and data packages available at local locations will be crucial to enable that. A significant target for 2021/22 will be ensuring we enable our clients to be able to take up enhanced communication opportunities, and the flexible emergency fund will be key to ensuring they can get the necessary hardware at a local location to allow them to do that. In the wider context the flexible emergency fund will continue to offer immediate solutions for clients in need.</p>			
<p><b>Plans for mainstreaming this activity:</b></p> <p>Provide detail of the timescale and plans to mainstream / when this activity will end:</p>	<p>We will review the effectiveness of the fund in 2020/21 with a view to determining its effectiveness as a mainstream activity.</p>			

## 2020/21 Activity

<p><b>Activity Name:</b></p>	<p>Mental Health / Addictions Practitioner</p>			
<p><b>Activity Description:</b></p> <p>Provide a short overview of the aims and the transformative nature of this activity.</p>	<p>It is recognised that a patchwork of support services is available across a large rural and island area in Argyll and Bute. The Mental Health / Addictions Practitioner will seek to ensure that appropriate services can be accessed by clients at the appropriate location, and build contacts and service links. The role of the post will include awareness raising of housing options within HSCP so the HSCP can refer into housing services at an earlier stage to try and avoid/minimise any crisis situations. Additionally, the Mental Health / Addictions Practitioner will play a key role in the roll out of Housing First by being a key contact for clients and the service providers supporting them.</p>			
<p><b>Allocation Spent on activity:</b></p>	£	SG RRTP funding	Local Authority funding	Other
		£0.00	£0.00	£0.00

<p><b>Overview of progress made to date:</b></p> <p>Provide a short summary of the work undertaken in the past year, progress made and challenges.</p>	<p>The Mental Health / Addictions Practitioner work stream has been by far the most challenging part of the RRTP in 2020/21. Good joint work was done with the local HSCP which agreed to advertise the post and employ the post holder, and this is seen as the preferred route as we work in partnership with the HSCP with this post being crucial to creating and strengthening links. However, despite the post being advertised several times, we have been unable to recruit. It is impossible to determine the reason for this, particularly given the challenges of Covid. However, the post is temporary in line with the funding arrangements and it may be case that may be off putting to potential candidates, and equally may not give enough job security to make somebody consider moving to Argyll and Bute to take up the post. We intend to carry out one more round of recruitment advertising, and hope that the easing of lockdown may be beneficial at this time.</p> <p>As a result of the recruitment issues, we have not be able to make progress on this work stream in 2020/21.</p>			
<p><b>Future spend planned on this activity in 2021/22:</b></p>	<p>£</p>	<p>SG RRTP Funding</p>	<p>Local Authority funding</p>	<p>Other</p>
<p><b>Implementation in 2021/22:</b></p> <p>Provide a short summary of the aims and targets for this activity during 2021/22.</p>		<p>£50,000</p>	<p>£0.00</p>	<p>£0.00</p>
<p><b>Plans for mainstreaming this activity:</b></p> <p>Provide detail of the timescale and plans to mainstream / when this activity will end:</p>	<p>We hope to employ a worker for this post in 2021/22 to move this work stream forward. If we are unable to recruit to the post we will work with the HSCP to determine an alternative solution.</p> <p>Once we have someone in place we will review the success of this work stream and liaise with the HSCP about future funding if appropriate.</p>			

## 2020/21 Activity

<p><b>Activity Name:</b></p>	<p>Housing First</p>			
<p><b>Activity Description:</b></p> <p>Provide a short overview of the aims and the transformative nature of this activity.</p>	<p>The aim is provide a rural housing first solution, which provides rapid housing with holistic person centred support available across all mainland and island areas of Argyll and Bute.</p>			
		<p>SG RRTP funding</p>	<p>Local Authority funding</p>	<p>Other</p>

<b>Allocation Spent on activity:</b>	£	£0.00	£0.00	£0.00
<p><b>Overview of progress made to date:</b></p> <p>Provide a short summary of the work undertaken in the past year, progress made and challenges.</p>	<p>The roll out of housing first in Argyll and Bute was impacted by Covid lockdown. As a Stock Transfer Authority, Housing First requires significant partnership working with our four local housing providers. Despite the challenges of lockdown, a Housing First Delivery group has been established with our RSL partners. A Memorandum of Understanding detailing responsibilities has been produced and agreed by that group and we are currently arranging for that to be presented to the four RSL Board's of Management.</p> <p>The Argyll and Bute Housing First Delivery Group is a multi-agency partnership and is responsible for:</p> <ul style="list-style-type: none"> <li>Implementing Scottish Secure Tenancy Housing First tenancies in Argyll and Bute;</li> <li>Determining and agreeing implementation plans for the range of services available for Housing First Tenants;</li> <li>Mutually agreeing exit strategies for complex cases from Housing First;</li> <li>Analysing outcome data;</li> <li>Reporting on the progress and impact of Housing First;</li> <li>Ensuring the effective operation of the Housing First process across Argyll and Bute;</li> <li>Ensuring Housing First is embedded in Argyll and Bute;</li> <li>Promoting the culture of Housing First;</li> <li>Ensuring that staff receive appropriate and sufficient training to enable them to implement Housing First;</li> <li>Connecting to Housing First work on a national level and playing a part in the promotion of Housing First.</li> </ul> <p>The work of the group is collaborative and inclusive with the focus on mutual decision making. As a result the group agreed that as face to face support could not be provided during lockdown, and was believed to be crucial to success, Housing First tenancies would not start during lockdown and the focus has been on preparatory work. The group has also used this time to agree the services to</p>			

	be provided to Housing First tenancies e.g décor, tech provision, seven day support.			
<b>Future spend planned on this activity in 2021/22:</b>		SG RRTP Funding	Local Authority funding	Other
	£	40,000	£0.00	£0.00
<b>Implementation in 2021/22:</b>  Provide a short summary of the aims and targets for this activity during 2021/22.	In 2021/22 we will take forward our first 10 Housing First Tenancies through the Housing First Delivery Group process.			
<b>Plans for mainstreaming this activity:</b>  Provide detail of the timescale and plans to mainstream / when this activity will end:	We intend to learn from our first ten tenancies with a view to reviewing mainstreaming the Housing First agenda in Argyll and Bute.			

## 2020/21 Activity

<b>Activity Name:</b>	Housing First/RRTP Training			
<b>Activity Description:</b>  Provide a short overview of the aims and the transformative nature of this activity.	As a stock transfer authority, the roll out of Housing First in Argyll and Bute will be facilitated through our RSL partners tenancies, with a network of support services to cover different locations. As such, it is essential that all organisations involved in Housing First receive training. Housing First For Managers training was previously facilitated.			
<b>Allocation Spent on activity:</b>		SG RRTP funding	Local Authority funding	Other
	£	£0.00	£0.00	£0.00
<b>Overview of progress made to date:</b>  Provide a short summary of the work undertaken in the past year, progress made and challenges.	Housing First For Managers training was facilitated previously.			
<b>Future spend planned on this activity in 2021/22:</b>		SG RRTP Funding	Local Authority funding	Other
	£	5,066		

<p><b>Implementation in 2021/22:</b></p> <p>Provide a short summary of the aims and targets for this activity during 2021/22.</p>	<p>This year we will be carrying out practitioner training with RSL front line staff, Support provider front line staff and HSCP colleagues. We are also running a training session for RSL Board members in order that they have a clear understanding of the principles of Housing First. All training will be carried out virtually, and we have found that offering virtual training has increased the numbers wishing to attend. We believe this is because of the long distances which people often have to travel in Argyll and Bute to attend training.</p>
<p><b>Plans for mainstreaming this activity:</b></p> <p>Provide detail of the timescale and plans to mainstream / when this activity will end:</p>	<p>This is not an activity we intend to mainstream. We believe that as we roll out housing First in Argyll and Bute we will develop expertise that will mean that we will have enough local resilience to carry out training rather than buying in this service.</p>

### Unspent 2020/21 RRTP Funding

<p>Please provide the total of 2020/21 funding provided by the Scottish Government for the implementation of the Rapid Rehousing Transition Plan in your area that has <b><u>not</u></b> been spent in 2020/21.</p>	<p>£</p>	<p><b>152,066 (2019/20 &amp; 2020/21 c/fwd)</b></p>
<p>Provide detail of how this funding will be spent on implementing the Rapid Rehousing Transition Plan in 2021/22 detailing the area that it will be used in. Please make clear the individual amounts</p>		
ACTIVITY	FUNDING TO BE CARRIED FORWARD	
<p>Decoration Project</p>	<p>£</p>	<p><b>35,000</b></p>
<p>Rent Arrears Prevention Fund</p>	<p>£</p>	<p><b>110,000</b></p>
<p>Flexible Emergency Fund</p>	<p>£</p>	<p><b>5,000</b></p>
<p>Housing 1<sup>st</sup></p>	<p>£</p>	<p><b>40,000</b></p>

<b>Mental Health Practitioner Post</b>	£	<b>50,000</b>
<b>Training</b>	£	<b>5,066</b>
<b>TOTAL</b>	£	<b>245,066**</b>
<b>** total of carry forward from 2021/20 &amp; 2020/21 plus 2021/22 allocation</b>	£	

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**ARGYLL & BUTE COUNCIL**

**ENVIRONMENT,  
DEVELOPMENT AND  
INFRASTRUCTURE  
COMMITTEE**

**LEGAL AND REGULATORY SUPPORT**

**2 SEPTEMBER 2021**

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**STRATEGIC HOUSING FUND SCRUTINY REVIEW - EXTRACT OF THE AUDIT AND  
SCRUTINY COMMITTEE HELD ON 15 JUNE 2021**

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**1.0 INTRODUCTION**

- 1.1 The Audit and Scrutiny Committee gave consideration to a report which presented Members the Strategic Housing Fund Scrutiny Review which had been undertaken as per the 2019/20 Scrutiny Plan. The Scrutiny Panel consisted of Councillors Sandy Taylor (Chair), George Freeman and Andrew Vennard with support provided by internal audit officers.
- 1.2 The Strategic Housing Fund was chosen for inclusion in the scrutiny priorities, as a review had been approved by the Community Services Committee in December 2018. It was agreed to continue existing funding for registered social landlords (RSL's) but extend it to community organisations in certain areas, thus reducing the risk of not providing affordable homes in areas that RSL's do not wish to develop.

The Audit and Scrutiny Committee agreed:-

1. the Draft Strategic Housing Fund Scrutiny Report; and
2. that the Strategic Housing Fund Scrutiny Report be presented to the Environment, Development and Infrastructure Committee for consideration.

**2.0 RECOMMENDATIONS**

- 2.1 The Environment, Development and Infrastructure Committee are asked to consider the Strategic Housing Fund Scrutiny Report attached at appendix 1.

(Reference: Report by Chair of the Strategic Housing Fund Scrutiny Panel, dated 15 June 2021, submitted)

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**ARGYLL AND BUTE COUNCIL****AUDIT AND SCRUTINY COMMITTEE****FINANCIAL SERVICES****15 JUNE 2021**

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**STRATEGIC HOUSING FUND SCRUTINY REVIEW**

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**1. SUMMARY**

- 1.1 The Strategic Housing Fund scrutiny review was carried out as per the 2019/20 scrutiny plan agreed by the Audit and Scrutiny Committee on the 18 June 2019.
- 1.2 The Strategic Housing Fund scrutiny panel comprised of Councillor Sandy Taylor (chair), Councillor Freeman and Councillor Vennard with support provided by internal audit officers.
- 1.3 The Strategic Housing Fund was chosen for inclusion in our scrutiny priorities for 2019/20 as a review had been approved by Community Services Committee in December 2018 and it was agreed to continue existing funding for RSLs but extend it to community organisations in certain areas, thus reducing the risk of not providing affordable homes in areas that RSL's do not wish to develop. There was also a question over whether there is a more effective way to distribute funds currently set at a rate of £12k per housing unit regardless of location.

**2. RECOMMENDATIONS**

- 2.1 Committee to agree the Draft Strategic Housing Fund Scrutiny Report
- 2.2 Committee to agree the most appropriate committee or other Council group for the Strategic Housing Fund scrutiny report to be presented to for consideration.

**3. DETAIL.**

- 3.1 The agreed objectives of the scrutiny review were to consider whether use of the Strategic Housing fund:
- complies with relevant legislation and guidance
  - is properly informed by the Local Housing Strategy, Housing Needs and Demand Assessment and the Strategic Housing Investment Plan
  - is focused on delivering value for money and on areas of identified need and priority.
- 3.2 Throughout this review three panel meetings were held to gather evidence.
- Panel one – Council's Head of Economic Development, the Development Policy and Housing Strategy Manager and the Team Lead – Housing Strategy.

- Panel two – representative from Argyll Community Housing Association (ACHA), West Highland Housing Association, Link Housing Association Ltd, Fyne Homes Ltd, and Dunbritton Housing Association Ltd
- Panel three – Officers from Scottish Government's More Homes service

3.3 We would like to extend our appreciation for the cooperation and assistance received from all witnesses invited to provide evidence over the course of the review.

3.4 Based on the information obtained over the course of the review the panel has identified six findings specific to this review. These are detailed in the report attached as appendix 1.

3.5 The report has been discussed with the Head of Economic Development to confirm accuracy and it is now for the Committee to decide whether to approve the report and, if so, to agree the most appropriate committee or other Council group for the Strategic Housing Fund scrutiny report to be presented to for consideration.

#### **4. CONCLUSION**

4.1 Committee is requested to agree the attached report and agree the most appropriate Committee or other Council group for the report to be presented to for consideration.

#### **5. IMPLICATIONS**

- 5.1 Policy - None
- 5.2 Financial -None
- 5.3 Legal -None
- 5.4 HR - None
- 5.5 Fairer Scotland Duty - None
  - 5.5.1 Equalities – None
  - 5.5.2 Socio-Economic Duty – None
  - 5.5.3 Islands Duty - None
- 5.6 Risk – None
- 5.7 Customer Service - None

**Councillor Sandy Taylor**  
**Chair of the Strategic Housing Fund Scrutiny Panel**  
**15 June 2021**

**For further information please contact:**

Laurence Slavin, Chief Internal Auditor, 01436 657694

**Appendices:**

Appendix 1 – Draft Strategic Housing Fund Scrutiny Report

Argyll and Bute Council

Scrutiny Report

June 2021

DRAFT

# Strategic Housing Fund

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## Contact Details

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Chief Internal Auditor: Laurence Slavin (laurence.slavin@argyll-bute.gov.uk)

[www.argyll-bute.gov.uk](http://www.argyll-bute.gov.uk)

## 1. Executive Summary

### Introduction

1. As part of Argyll and Bute Council's (the Council) 2019/20 scrutiny plan, approved by the Audit & Scrutiny Committee (the Committee) in June 2019, we have undertaken a scrutiny review of the Council's Strategic Housing Fund (SHF).
2. Throughout this report references to 'the Panel' refers to the vice-chair of the Committee and two Committee members who conducted this review. They were:
  - Councillor Taylor (Panel Chair)
  - Councillor Freeman
  - Councillor Vennard
3. The Panel was supported by council officers and relevant external parties who gave willingly of their time to help deliver the review. We would like to extend our appreciation for the cooperation and assistance received from all witnesses invited to provide evidence over the course of the review.

### Objectives

4. The agreed objectives of the scrutiny review were to:
  - ensure the housing needs assessment process is robust with appropriate engagement from key stakeholders
  - ensure the SHF is being spent appropriately in compliance with legislation and national guidance
  - ensure the Council is achieving Value for Money (VfM) and that the Council are the lead body when determining what SHF funds should be spent on
  - assess the potential benefit of extending the SHF to community groups.

### Background

5. The Council no longer has its own housing since transferring stock to ACHA in 2006. However, as the Strategic Housing Authority, the Council has a number of statutory duties and responsibilities in terms of delivery of, and investment in, affordable housing, and improving housing condition across all housing sectors.
6. All Scottish local authorities are required to prepare a Local Housing Strategy (LHS) every five years, setting out how the Council and its partners will address local need and demand, and contribute to national housing priorities. In developing the strategy the Council must take account of the views of a wide range of partners, stakeholders and local residents. The strategy covers all types and tenures of housing including social rented, private rented and owner occupied accommodation and sets out Argyll & Bute Council's vision for housing over a five year period outlining practical actions with specific targets.
7. The SHF is primarily funded by revenue raised through a decision to reduce the discount awarded to Council Tax on empty and second homes in Argyll and Bute. The SHF is used to support affordable housing provision in the area. In particular it focuses on:

- a Landbanking fund to address the limited supply of effective land for affordable housing development which has been identified as a crucial factor within the LHS. This tackles the issue of land shortage and recycles revenue back into affordable housing as land acquired will either be sold on to registered social landlords (RSLs) and/or private developers, or developed for re-sale.
- an Empty Homes Strategy to bring empty properties in the area back into use
- promoting additional investment in infrastructure capacity where further development of affordable housing is otherwise constrained.

8. The following items of expenditure are deemed appropriate for SHF funds:

- expenditure incurred in relation to assets formally held on the Housing Revenue Account
- expenditure relating to the acquisition of land for the landbank
- expenditure related to the purchase of homes under the empty homes initiative
- payments to enhance infrastructure where this is restricting the development of affordable housing
- payments to RSLs to partially fund proposed projects to deliver houses in accordance with the LHS.

9. In 2016 the Council was set a target to deliver 550 affordable homes by 2021 as part of a Scottish Government (SG) Scotland wide target to deliver 50,000 affordable homes between 2016 and 2021 including 35,000 for social rent. The SG has allocated £51.6m in Resource Planning Assumption to Argyll and Bute to deliver affordable housing until 2021. The SHF will be required to contribute £9.8m over the same period. There is an action included in the Development Policy & Housing Team scorecard relating to the “number of new affordable homes completed per annum”. The targets and actual performance were as follows:

Year	Target Build	Actual Build
2016-17	110	154
2017-18	110	75
2018-19	110	107
2019-20	110	84
2020-21	110	48
<b>Total</b>	<b>550</b>	<b>468</b>

10. The actual build was ahead of target in the first three of the five year period but due to COVID and associated delays, building work was affected in the latter two years. A large number of completions were achieved soon after the end of the five year period, it is considered that the target would have been met had it not been for the impact of COVID.
11. In February 2019, the Council agreed to extend the £12k per unit to community organisations who satisfy the requisite funding criteria and secure Rural Housing Fund and/or Islands Housing Fund Grant from the Scottish Government to deliver affordable housing.
12. The Council’s Strategic Housing Investment Plan (SHIP) identifies priority housing projects to support the delivery of both local and national strategic housing targets as well as helping to increase the supply of housing across other tenures as appropriate.
13. The SHF aligns to business outcome “We Enable a Choice Of Suitable Housing Options”. This makes a major contribution towards the Council’s mission statement of “Making Argyll and Bute

a place people choose to Live, Learn, Work and do Business” and the Council priority “to ensure we have homes for all”.

14. Risk 12 in the EDI operational risk register relates to the failure to meet expectations in new housing targets. This also aligns to red risk SRR01 – the impact on the Council of population and economic decline.
15. The SHF was chosen for inclusion in our scrutiny priorities for 2019/20 as a review had been approved by Community Services Committee in December 2018 and it was agreed to continue existing funding for RSLs but extend it to community organisations in certain areas, thus reducing the risk of not providing affordable homes in areas that RSL’s do not wish to develop. There was also a question over whether there is a more effective way to distribute funds currently set at a rate of £12k per housing unit regardless of location.

### Scrutiny Initiation Briefing – 22 October 2019

16. In October 2019 scrutiny officers circulated a briefing to the Panel which provided background on the SHF. The Panel then met to agree the scope and identify invitees to give evidence at a series of meetings.
17. The agreed scope was to consider whether use of the SHF:
  - complies with relevant legislation and guidance
  - is properly informed by the LHS, Housing Needs and Demand Assessment (HNDA) and the SHIP
  - is focused on delivering value for money and on areas of identified need and priority.
18. The Panel agreed that they should meet with appropriate representatives of the groups set out in Exhibit 1.

#### Exhibit 1 – Scrutiny Meetings

Group	Key Areas for Discussion
Council Officer(s)	<ul style="list-style-type: none"> <li>• How the HNDA is formulated and what consultations are undertaken and does this adequately embrace and capture all the needs of the local population.</li> <li>• The extent the Council influences, pre-empts or steers use of the SHF.</li> <li>• Review of the SHF.</li> </ul>
Registered Social Landlords	<ul style="list-style-type: none"> <li>• Engagement between the Council and RSLs in relation to areas such as the Strategic Housing Forum, LHS, and the HNDA.</li> <li>• The extent RSLs influence the projects where a funding contribution is provided from the SHF.</li> <li>• The extent the Housing Strategy supports the Council’s vision “Our economy is built on a growing population” where we are working together to attract people to live and work in Argyll and Bute .</li> </ul>
Scottish Government Officers	<ul style="list-style-type: none"> <li>• Management of equivalent funds at other councils.</li> <li>• Initiatives implemented at other councils to reinstate Empty Homes.</li> <li>• How well the Council performs in terms of good practice.</li> <li>• Scottish Government’s vision for 2040.</li> </ul>

## 2. Scrutiny Meetings

### Scrutiny Meeting One – Council Officers – 12 October 2019

19. The first scrutiny meeting consisted of the Council’s Head of Economic Development, who has overall responsibility for the Strategic Housing Fund, The Development Policy and Housing Strategy Manager and the Team Lead – Housing Strategy. The key messages reflecting the views of the Council officers who attended, from this meeting are set out in Exhibit 2.

#### Exhibit 2 – Scrutiny Meeting 1 – Council Officers - Key Messages

Theme	Detail
<p>How the HNDA is formulated and what consultations are undertaken and does this adequately embrace and capture all the needs of the local population.</p>	<p>The HNDA is carried out every five years and agreed between the SG and the Council. It estimates the number of additional housing units required to meet existing and future needs and demand by completion of a spreadsheet template provided by the SG and use of national statistics provided by the SG. The Council also utilise external consultants to carry out a household survey across all administrative areas which provides more information from the community. The survey information is used in addition to national data to provide a more accurate HNDA. This is an additional source of information that not all councils choose to seek. It provides information on areas such as resident satisfaction, requirements for larger houses, aspirations for property ownership, overcrowding, under, occupancy, disability requirements etc.</p> <p>The information from the HNDA flows into the housing strategy and the local development plan to set housing supply targets. This can come out as zero because the population is declining but projections are used to tie into the general vision of the Council in terms of growing the economy.</p> <p>In addition to the HNDA, the Council looks at affordability, demographics, economic trends across Scotland and the common housing waiting list used by Housing Associations. The Council also uses pressure ratios where focus is placed on applicant’s first choice of area to determine where to target housing.</p> <p>The HNDA is just one element of the LHS, other factors such as land, infrastructure and growth strategy are also considered following consultation with the public and members.</p> <p>The Strategic Housing Forum (The Forum) engage in dialogue with planning, housing and the private sector to consider different layers of needs and issues such as key worker housing and unrecorded need. SG don’t allow for speculative building, there has to be proven need and demand and therefore RSLs won’t take the risk of building if need is not evident.</p> <p>The rural growth deal analysis found that people are reluctant to move to Argyll and Bute as there is a lack of affordable housing and there is a perception that social rented housing is not what is wanted.</p>



<p>The extent the Council influences, pre-empts or steers use of the SHF</p>	<p>The SHIP is agreed between the Council, SG and other partners. RSLs submit projects to the SHIP but only so many are taken forward through a prioritisation process aligned to the HNDA. Once a project is included within the SHIP and primary funding is approved by SG, the RSL can submit a formal application to the SHF for further funding.</p> <p>The Council receives around £2 million per annum from second homes and currently provides £12k per housing unit however, RSLs can apply for additional funding where additional challenges have to be addressed to allow the project to complete. This is subject to Economic Development and Infrastructure Committee approval.</p> <p>There does not appear to be a similar fund in other Councils possibly because they do not have the same level of second homes or they have their own housing stock and funds generated are placed directly into capital projects to deliver affordable housing. The Fund appears to be quite unique to the Council.</p> <p>The Council does not currently ask developers to provide a spend profile for projects. The application form is to be altered to determine when developers require payments to be made as this will allow for better fund management and facilitate better cash flow management.</p> <p>The Council employs an empty homes officer who is fully funded through the SHF. The officer was recognised as the empty homes champion for 2018-19 by the National Empty Homes Partnership and was presented an award by the SG housing minister. Grants and loans are available to owners through the SHF to provide principal home or accommodation to let. 482 empty homes have been brought back into use since 2013 which is excellent value for money when compared to the capital cost of building that many homes.</p> <p>The SHF fully funds six members of staff and 30% of a seventh in relation to the delivery of affordable housing and facilitation of the SHF, these are:</p> <ul style="list-style-type: none"> <li>• Housing Operations Manager (30%)</li> <li>• Housing Strategy Manager</li> <li>• Research and Development Officer</li> <li>• Housing Officer – Empty Homes</li> <li>• Housing Systems Co-ordinator</li> <li>• Housing Improvement Officer</li> <li>• Research Assistant</li> </ul>
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SHF Income and Expenditure 2020-21					
<b>Income</b>		<b>£</b>	<b>£</b>		
Opening Balance					7,499,429
Usable Capital Receipts Reserve					2,872,036
Income in Year					2,256,253
<b>Expenditure</b>					
Payments to RSLs/Trusts			-2,207,041		
Witchburn Road Demolition					
Furnace Coastal Protection					
SHQS Upgrades					
Empty Homes Grants			-1,428		
ABC Strategic Housing Staff			-421,013		
Outstanding Commitments			-3,118,465		-5,747,947
<b>Uncommitted Closing Balance</b>					<b>6,879,771</b>
<p>In addition to the above income and expenditure, loans have been advanced to RSLs in line with the approach agreed in 2013, the value outstanding as at 31 March 2021 is £3.502 million.</p>					
RSL	Scheme Name	Amount £m	Rate of interest %	Repayment Period (years)	Amount o/s 31/3/20 £m
FYNE	6000 - Rothesay Court House	1.9	1.93	9	0.076
ACHA	6005 - Glenshellach	2.305	4.45	25	1.891
ACHA	6010 - Bonawe	0.123	4.43	25	0.103
ACHA	6015 - Hood Court	0.603	4.43	25	0.508
FYNE	6020 - St Cuthberts	0.201	3.14	25	0
WHHA	6025 - Imeraval	0.955	2.85	25	0.866
The Port Ellen Station	6030- Port Ellen Police Station	0.08	2.12	10	0.058
<b>TOTAL</b>		<b>6.167</b>			<b>3.502</b>
Review of the SHF	<p>The last review of the SHF took place in November 2018 and will be reviewed again in the current financial year. It is considered within the Council that the £12k per unit award as a standard amount regardless of where the property is being built should be reviewed. Grant awards have also been extended to community development trusts as long as the £84k equivalent of SG funding is provided from the Rural Housing Fund. It was agreed at the time of the 2018</p>				

	<p>review to maintain the level of the grant to aid delivery of the 550 target number of properties by 2021 and perform a review of the SHF after that.</p> <p>RSLs are concerned that if they no longer receive the grant this would require higher borrowing and, consequently, increased rents charged to tenants. The scope of the review is to see what developments have been delivered and whether these could have been delivered without a SHF contribution.</p> <p>SG has set a vision for Housing to 2040 and the SHF needs to tie in with national priorities.</p>
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### Scrutiny Meeting Two – Registered Social Landlords – 04 March 2020

20. The second scrutiny meeting consisted of representative from five RSLs that operate in Argyll and Bute. These are Argyll Community Housing Association (ACHA), West Highland Housing Association (WHHA), Fyne Homes Ltd, Dunbritton Housing Association Ltd and Link Housing Association Ltd. The key messages from this meeting, reflecting the views of the RSL representatives who attended, are set out in Exhibit 3.

#### Exhibit 3 – Scrutiny Meeting 2 – Registered Social Landlords - Key Messages

Theme	Detail
Engagement between the Council and RSLs in relation to areas such as the SHF, LHS, and HNDA	<p>The Forum plays a key role in engagement between the RSLs and the Council. A number of detailed reports are presented to the Forum and everyone has the opportunity to provide input and debate how the HNDA information is pulled together before it is agreed. The Forum provides a good opportunity at strategic level to enable open dialogue and welcome involvement from the other outside agencies coming on board e.g. Allenergy, HIE and Scottish Water. There are a variety of forums that can be attended, and whilst there is joined up working in place between RSLs and the Council, there is always room for improvement.</p> <p>Existing meeting structures are very inclusive and strong working relationships exist between RSLs and the Council. The SHIP group consisting of representatives from the SG, RSLs, Planning Service and the Health and Social Care Partnership (HSCP) feeds into the Forum a fortnight before the meeting which creates an understanding of what is going on.</p> <p>Developers and RSLs are trying to deliver the strategic priorities of the Council. Whilst the RSL representatives felt the strategic aim of the Council and high level plans are clear they felt sometimes services within the Council may have different priorities resulting in difficulty agreeing issues with developments. For example there is always going to be conflict between Roads, Planners and what RSLs may want to do due to legislative requirements. The biggest hurdle is roads construction consent. The impact of this is that the resources allocated to the Council from the Scottish Government's Resource Planning Assumption in the year may not be spent because projects take longer to deliver. If this is the case the funds are lost to Argyll and Bute.</p> <p>Another Council holds meetings with all officers dealing with a project together on the same day, including Building Standards, Planning and</p>

	<p>Roads. This provides early dialogue to identify potential issues and can repeat throughout the course of the project at various key stages. The Council does something similar in terms of the forum but not at operational level. Operational meetings were held in relation to a project in Dunbeg and although these were time consuming they were effective and a similar approach might be beneficial for other housing projects.</p> <p>The Council has design guides in place but these are for private developers rather than RSLs and that degree of flexibility is better for RSLs. Parties will engage in discussions regarding any specialist types of accommodation as required.</p> <p>The RSL representatives confirmed they have a very good working relationship with the Council and they are content that they have ample opportunity to input to the various documents (SHIP, HNDA etc) and can put forward any consideration for change at the Forum. They also stated that whilst the Council's housing planning guidance sets a tone and expectations the Council is not as prescriptive as other councils due to there being some very rural areas as well as some urban areas and therefore it would difficult to have a one size fits all approach.</p>
<p>The extent RSLs influence the projects where a funding contribution is provided from the SHF</p>	<p>The SHIP is flexible enough to accommodate various local needs. There is a particular need for specialist sound proofing for people with Autism and extra Care Housing that allows people to stay in their houses longer. An issue can arise if tenants without a need remain in accommodation following transfer to residential care or death of partner who did have need.</p> <p>The RSL representatives said they have tried to engage with HSCP regarding specific social care requirements in developments but feel there is limited communication or HSCP representation at the Forum.</p> <p>10% of stock is built to an exemplar standard including wider doors to accommodate wheelchairs but there are additional costs involved. To a degree, RSLs build houses that can be easily adapted, the issue is that when specific housing needs and adaptations are addressed, fewer units can be delivered within the allocated resources. Smaller housing units are more viable for this as it reduces chance of under-occupancy or excessive heating charges.</p> <p>RSLs have a responsibility to prepare a project and they can enter that project on the basis of a £12k contribution per unit. It is important in terms of business planning but sometimes infrastructure costs only become known to RSLs after they commit to a development. RSLs also borrow money to fund a development. The rent for each development is based on the actual cost so the less money contributed by the Council the higher the rent would be for the tenant.</p> <p>The £12k contribution from the SHF is essential to RSLs, any reduction would have a negative impact on the delivery of social housing across the area. In addition to this flat-rate contribution, RSLs would like clear</p>

	<p>guidance to refer to when there is a justified need to apply for additional funding for particularly challenging development sites. A number of criteria could be set where increased costs are expected and provide an opportunity to apply for additional funding e.g. increased costs of delivery to remote and island communities, infrastructure costs etc</p> <p>RSLs are not involved in bringing derelict empty homes back into use as these tend to be private houses. RSLs would be interested to know if they can access funds for property amalgamations. The SHF states that payments may be used for RSLs to partially fund projects to deliver houses according to the LHS, there is no restriction on how that is delivered, so it could possibly facilitate the purchase of empty private flats for regeneration.</p>
<p>The extent the Housing Strategy supports the Council's vision "Our economy is built on a growing population" where we are working together to attract people to live and work in Argyll and Bute</p>	<p>The current allocation policy does not give priority to people who are economically active or newly forming households however a local letting initiative is now in place in the Dunbeg area to give priority to up to 30% of the allocation to ensure ability to house people coming to work in the area.</p> <p>Building is not speculative but must support the HNDA including projected need. RSLs are confident the market is sustainable, in some areas, an overall target approach to encourage growth is needed and then an overall needs assessment. Local development plans identify land for development, RSLs and other developers have the opportunity to submit sites for inclusion, the next is due to be prepared for August 2021. Land banking can be an issue with some long-standing planning consents having never been taken up. Consideration should be given to removing these.</p>

### Scrutiny Meeting Three – Scottish Government Officers – 8 April 2021

21. The third scrutiny meeting consisted of two officers from the SG's More Homes service, who work to increase the number of homes across Scotland so that everyone has a good quality home that they can afford and that meets their needs. They have good knowledge of the Argyll and Bute area and attend the Strategic Housing Forum meetings. The key messages, reflecting the views of the SG representatives who attended, are set out in exhibit 4.

#### Exhibit 4 – Scrutiny Meeting 3 – Scottish Government Officers - Key Messages

Theme	Detail
<p>Management of equivalent funds at other Councils</p>	<p>SG officers were able to provide an impression but not the entire picture as their remit covers seven local authorities in the West of Scotland. There are, however, examples across the country of councils using these monies to support affordable housing but they do it in different ways as one size does not fit all.</p> <p>In the council areas that the officers work with, the use of the income is highlighted in the SHIP. The greatest amount of money generated from these councils is Argyll and Bute. A lot of thought has been put into the</p>

	<p>SHF by Argyll and Bute to offer support and that is seen to be fair and clearly linked to delivery of the strategic housing objectives.</p> <p>Over the last 11-12 years, the Council has developed innovative ways of using the SHF to support the delivery of affordable housing, e.g. in the provision of loans and importantly, the Council was able to increase funding to compensate when SG temporarily reduced their subsidy level to RSLs. Other councils are using the monies to support the delivery of affordable housing but it is perhaps not in such a structured or managed way as has evolved in Argyll and Bute.</p> <p>The partners who are involved in delivering the Council's strategic housing objectives (principally the Housing Associations) are familiar with the rules and principals that the fund operates and it is openly discussed through the Strategic Housing Forum. It is a very open process and a good example of strong collaborative partnership working.</p>
<p>Initiatives implemented at other councils to reinstate Empty Homes</p>	<p>It is the Council's responsibility to determine the use of the SHF in line with guidance and ensure value for money is achieved. Work is taking place in other council areas to bring empty homes back into use although the scale of the problem is probably greater in Argyll and Bute than elsewhere. The Council has a lot of experience and good work has already taken place and this has been awarded recognition. The approach to empty homes is likely to evolve over time, the earlier properties were easier to deal with and the more challenging properties will be addressed over time.</p>
<p>How well does the Council perform in terms of good practice</p>	<p>The SG officers are not aware of any good practice that we could adopt from other councils but encourage dialogue with other councils to see what they are doing. They would advise officers from other councils to contact Argyll and Bute if they were looking for examples of good practice. The Council adapts to circumstances as they change and address any cost differentials that arise to ensure contributions are enough to ensure projects are delivered. The Council has also opened up funding to Community Development Trusts in rural areas and provide a huge benefit to those communities.</p> <p>Early engagement to support communities and businesses is key to growing the economy, there is a concern that with the absence of housing, young people will move away and businesses won't develop if there is no workforce.</p> <p>There is a mutual trust between the SG and the Council due to the strong ethos of partnership and collaborative working. The Council takes the lead in pushing for improvements in collaboration and partnership working and all parties involved are keen to play their part. That level of good partnership working and trust does not happen to the same extent everywhere.</p> <p>Low cost housing can be addressed through the Affordable Housing Investment Programme and the SG can award grant funding for shared</p>

	<p>equity housing as part of the core funding. The SG and RSLs are there to help deliver on strategic objectives, over recent years the focus has been on delivery of social rented accommodation but as strategic objectives evolve through linkages with other strategies in terms of tackling population, demographic issues and economic regeneration, there is recognition that there may be a need to offer tenure choice.</p> <p>Partnership Support for Regeneration (previously called Grow Grant) has not been used by the Council for many years. This is a deficit fund that bridges the gap between the cost of building a house and the sale price and is particularly important in remote rural areas where housing is a real issue.</p>
Scottish Government's vision for 2040	<p>The consultation for the Housing to 2040 is completed and the document is now available on the SG website. This involved talking to Strategic Housing Forums across the country and discussing the main issues and routes to engage with people. There is a target to provide 100,000 homes across Scotland over a ten year period with a principal objective of 70% earmarked for social rental and the remainder being other tenures. There is a focus on making better use of stock we already have. It sets the framework for housing policy for the next 20 years and will inform investment funding positions going forward.</p>

### 3. Overall Conclusion and Findings

22. Based on the information obtained over the course of the review the Panel has concluded that:
- the HNSA process is robust with appropriate engagement from key stakeholders
  - the SHF is being spent appropriately in compliance with legislation and national guidance and is having a positive impact on the delivery of housing projects across Argyll and Bute
  - the Council is achieving value for money from the SHF with strong partnership working in place with RSLs and the Scottish Government
  - there is benefit in extending the SHF to community groups however this requires proper due diligence to safeguard against the enhance risk of projects not being delivered.
23. The review has identified six findings which have been discussed with management. These, and the management responses, are detailed in Exhibit 5.

#### Exhibit 5 – Findings

No.	Finding	Management Response
1	RSL's would like clear guidance setting out when it may be possible to access in excess of £12k per unit from the SHF for particularly challenging development sites (i.e. increased costs of delivery to remote and island communities, higher than normal infrastructure costs etc).	This can be clarified in a review and update of policy and procedures in 2021-2022. The SHF application form and assessment templates will be updated to provide clearer guidance or a second application form for additional funding may be created. A general statement to this effect can also be incorporated in the next formal SHIP submission.

No.	Finding	Management Response
2	To aid progress on housing developments there would be benefit in establishing periodic meetings with representation from all relevant stakeholders including RSL's and officers from Building Standards, Planning, Roads and the HSCP. This will help identify and resolve potential issues at the outset of a project and throughout its lifecycle which will reduce the risk of losing RPA funding through project delay.	The SHIP Operational Group serves this purpose. If an RSL raises a Roads, Planning, Building Standards, Scottish Water issue we speak with the relevant agency to try and resolve the issue. If there is a particular pattern of concern we would invite the relevant department/organisation. There is a standing agenda item – 'RSL Project Updates/Programme Status' which gives the RSL's the opportunity to raise issues. We will engage with RSLs to identify why they feel this is still an area of concern.
3	There is a need to review the HSCP representation at the Strategic Housing Forum to ensure that those attending have authority and can provide information to allow longer term planning to address needs.	The HSCP Head of Strategic Planning and Performance attends the Forum and other HSCP delegates have also been involved in recent years and it is anticipated that a Social Work delegate will also attend in future. The HSCP is also involved in the SHIP Group, particularly via the dedicated Housing Occupational Therapist (OT) post which provides the clear and appropriate conduit between Housing and HSCP for specific projects and specific needs. The OT representation on the Forum will help ensure local level needs are fed into the SHIP process.
4	Local development plans identify land for development and land banking can be an issue with some long-standing planning consents not taken up. This should be considered as part of the LDP2 which is scheduled to be adopted in 2022.	<p>The LDP2 which is currently up for adoption in 2022 has already identified its land supply and undergone its statutory process of consultation.</p> <p>The LDP process addresses this through the call for sites process which challenges landowners/developers that their site is deliverable. It is therefore too late now to make changes to it.</p> <p>LDP3 can consider this issue but we are not able to remove planning consents unless they expire. Removal will allow other sites to be brought on board, however, there is a more than adequate housing land supply identified and the recent rates of delivery by the RSLs would indicate they are able to access sufficient land.</p>



No.	Finding	Management Response
5	<p>The Scottish Government are supportive of the Council's extension of the SHF to Community Groups however it is important that any such awards properly consider the higher risk of projects not being delivered and that Community Groups are not regulated in the way RSLs are.</p>	<p>We will only approve awards which have passed the Scottish Government risk assessment process and have been awarded Rural and Islands Housing Fund. It is important that Community Groups should be subject to scrutiny at least as rigorous as RSLs via the SHF assessment process. The council is required to ensure due diligence in assessing the suitable governance, sustainability and financial security/prudence of the applicant organisation before making an award. Full risk assessments are required for each project and appropriate safeguards should be included in the terms &amp; conditions of grant awards.</p>
6	<p>Partnership Support for Regeneration Grant (PSRG) has not been used by the Council for many years. This is a deficit fund that bridges the gap between the cost of building a house and the sale price and is particularly important in remote rural areas where housing is a real issue.</p>	<p>According to Scottish Government, the grant was not intended for rural areas. We have explored with them over the last 12 months how to develop a model which can help us to deliver housing for key workers. However restrictions of the model are making it difficult to find a suitable site, and difficult to provide the type of product and tenure we feel is missing. The SHF and Rural Housing Fund offer much more simple potential solutions and our intention is to pursue those. PSRG could remain one possible mechanism within the funding framework that can be considered as required; albeit in the current context of A&amp;B, it may be that the Rural Growth Deal presents a more appropriate, immediate and potentially more effective tool within the direct control of the council.</p>

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**ARGYLL AND BUTE COUNCIL**

**ENVIRONMENT, DEVELOPMENT  
AND INFRASTRUCTURE COMMITTEE**

**ROADS AND INFRASTRUCTURE SERVICES**

**SEPTEMBER 2021**

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**ROADS AND INFRASTRUCTURE EXTERNAL CONTRACTS**

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**1.0 INTRODUCTION**

- 1.1 This report provides an update on Roads and Infrastructure Services activities which have been outsourced to external contractors and works provided to external bodies over the last three financial years following a request at the last meeting of the Environment, Development and Infrastructure Committee.

**2.0 RECOMMENDATIONS**

- 2.1 It is recommended that the Committee note the contents of this report.

**3.0 DETAIL**

- 3.1 Roads and Infrastructure Services operate a 'mixed economy model' to deliver works programmes whereby external contractors are utilised to supplement the workforce and to provide specialist services, such as surface dressing.
- 3.2 The tables below detail all work/contracts which have been outsourced for the last three financial years with the exception of surface dressing. Please note that this information is published via the Contracts Register and the Annual Procurement Report

## 3.2.1 Table 1 – Contractor costs since 2018/19, revenue budget

ROADS COSTING - CONTRACTORS						Report compiled 4th August 2021
SERVICES DELIVERED TO THE COUNCIL BY CONTRACTORS or SPECIALIST SUPPLIERS AND PROVIDERS						
By contractor from 2018 to present.						
Supplier	FINANCIAL YEAR					Grand Total
	18-19	19-20	20-21	21-22 (to date)		
ACTIVE TRAFFIC MANAGEMENT SOLUTIONS LTD	£ 3,240.00	£ 109,372.50	£ 33,530.00	£ 12,120.00	£ 158,262.50	
ALLWURX CONTRACTORS		£ 3,522.50	£ 450.00		£ 3,972.50	
AMBRISBEG LTD				£ 1,920.00	£ 1,920.00	
ARCHIE JOHNSTON T/A N MCCORMICK	£ 174.00	£ 660.00	£ 868.00		£ 1,702.00	
ARCHWAY ROADMASTER UK LTD ( Jet patching - additional works)		£ 3,738.75	£ 1,618.60	£ -	£ 5,357.35	
ARGYLL FORESTRY SERVICES LTD	£ 7,840.00	£ 4,270.00	£ 5,340.00		£ 17,450.00	
ATMS Ltd		£ 3,300.00			£ 3,300.00	
B MUNDELL LIMITED	£ 381.73	£ 380.00	£ 2,139.25	£ 282.45	£ 3,183.43	
BARRACHANDER QUARRY LTD		£ 450.00			£ 450.00	
BUTE BLACKSMITHS LTD	£ 16,994.51	£ 480.78	£ 2,085.00	£ 50.00	£ 19,610.29	
CENTRAL TRAFFIC MANAGEMENT LIMITED	£ 43,656.26	£ 165,393.04	£ 14,671.91		£ 223,721.21	
COLAS LTD ( Re-Tread tender contracts - Islay)	£ 328,688.00	£ 88,369.35			£ 417,057.35	
COLIN LOGAN BUILDING CONTRACTORS LTD		£ 133.00		£ 2,240.00	£ 2,373.00	
CORRIE LOUW		£ 870.00	£ 19,826.00		£ 20,696.00	
COWAL LEISURE LTD (Drimsynie Construction - Winter Service)	£ 21,255.50	£ 35,695.50	£ 44,547.00	£ 2,531.00	£ 104,029.00	
CPR SCOTLAND LTD	£ 1,609.74				£ 1,609.74	
D & K LAFFERTY	£ 95,343.26	£ 64,473.00	£ 113,660.00	£ 59,930.00	£ 333,406.26	
D A MACDONALD (CONTRACTORS)	£ 108,505.37	£ 540.00			£ 109,045.37	
D MACDOUGALL CONTRACTORS	£ 33,350.00	£ 960.00	£ 12,100.00	£ 8,200.00	£ 54,610.00	
DOHERTY & LAFFERTY LIMITED ( Winter etc - Lomond)	£ 59,702.98	£ 99,893.00	£ -	£ 2,830.00	£ 162,425.98	
DONALD MCLEAN	£ 33,438.85	£ 20,927.80	£ 7,548.25	£ 160.00	£ 62,074.90	
DRIMSYNIE CONSTRUCTION		£ 1,071.00			£ 1,071.00	
E & J DOUGLAS & SONS	£ 18,781.00	£ 24,438.00	£ 14,076.00	£ 6,937.50	£ 64,232.50	
EGGER FORESTRY LTD	£ 3,359.69				£ 3,359.69	
ENVA Scotland Ltd		£ 4,196.50			£ 4,196.50	
ENVIRO-CLEAN SCOTLAND LTD	£ 2,250.00	£ 1,735.00	£ 500.00		£ 4,485.00	
FION CONSTRUCTION LTD#FIOBEFO05001		£ 3,360.00			£ 3,360.00	
FLIT SELF DRIVE LTD	£ 950.00	£ 1,270.00		£ 250.00	£ 2,470.00	
FLUVIAL INNOVATIONS LTD	£ 10,550.00				£ 10,550.00	
FOSTER CONTRACTING LTD	£ 22,766.88	£ 17,308.42	£ 22,612.30	£ 9,616.80	£ 72,304.40	
FRED SPREADBURY	£ 524.00	£ 1,130.00	£ 1,748.00	£ 684.00	£ 4,086.00	
G MCNAUGHTON & SON	£ -	£ 81,226.87	£ 30,098.00	£ 21,115.50	£ 132,440.37	
GEORGE HANSON (BUILDING CONT.) LTD#HANHIRO04001			£ 18,313.26		£ 18,313.26	
GEO-ROPE LTD				£ 2,530.00	£ 2,530.00	
GEVEKO MARKINGS UK LTD			£ 31,453.90		£ 31,453.90	
GH GROUNDWORKS	£ 1,740.00	£ 20,250.00	£ 20,825.00	£ 13,500.00	£ 56,315.00	
GRAFTON MERCHANTING GB LTD		£ 1,513.26			£ 1,513.26	
HIGHLAND TRAFFIC MANAGEMENT LTD	£ 71,144.00	£ 3,680.00	£ 64,545.00	£ 30,523.94	£ 169,892.94	
HIGHWAY BARRIER SOLUTIONS LTD (Safety barrier tender )			£ 58,049.75	£ -	£ 58,049.75	
IAIN A MACKINNON	£ 900.00	£ 2,916.00	£ 6,970.00	£ 1,356.14	£ 12,142.14	
IAIN MACPHERSON			£ 8,951.30	£ 3,927.12	£ 12,878.42	
JAMES EDGAR OPERATIONS	£ 3,659.13	£ 5,270.90	£ 4,199.62	£ 293.96	£ 13,423.61	
JEWSON LIMITED		£ 115.20	£ 410.00	£ 1,462.10	£ 1,987.30	
JIM MARTIN SUPPLIES	£ 726.00				£ 726.00	
JOHN BROWN (STRONE) LIMITED#BROTYDU01001		£ 2,278.91			£ 2,278.91	
JOHN MACLACHLAN (QUARRIES) LTD	£ 5,438.34				£ 5,438.34	
JOHN MCGEADY LTD	£ 4,540.00	£ 25,615.00	£ 18,648.52	£ 6,786.88	£ 55,590.40	
JOHN TYRE & SONS	£ 3,144.00	£ 2,472.53	£ 25,299.50		£ 30,916.03	
KIELY BROS LTD ( Surface Dressing - [2020 deferred due to Covid-19] )	£ 2,866,782.30	£ 1,911,552.91		£ 358,318.00	£ 5,136,653.21	
MACC DEVELOPMENTS LTD	£ 525.00				£ 525.00	
MACCOLL(APPIN)LTD			£ 5,054.00		£ 5,054.00	
MACLEOD CONSTRUCTION	£ 1,453.60				£ 1,453.60	
MALLATITE LTD		£ 1,000.48			£ 1,000.48	
MARKON LIMITED	£ 80,136.87	£ 12,744.99			£ 92,881.86	
MARTIN BOYLE CONTRACTING LTD	£ 24,844.00				£ 24,844.00	
MASON EVANS PARTNERSHIP LIMITED			£ 750.00		£ 750.00	
MCFADYENS CONTRACTORS (CAMPBELTOWN) LTD#11401	£ 1,040.00	£ 346.88	£ 428.00		£ 1,814.88	
MESSRS G MACKELLAR#MCKARGLO1301		£ 5,310.00	£ 2,575.00		£ 7,885.00	
MULL BUILDING SUPPLIES	£ 1,190.00	£ 180.00		£ 60.00	£ 1,430.00	
P GILLESPIE		£ 15,240.00	£ 2,515.00		£ 17,755.00	
PRIME PUMPS LTD		£ 839.00			£ 839.00	
PUMP ACTION LIMITED		£ 10,249.03	£ 1,702.00		£ 11,951.03	
ROADTEAM LTD ( Re-tread recycling surfacing - Islay )			£ 397,667.78		£ 397,667.78	
RONALD DOHERTY CIVIL ENG CONT LIMITED	£ 39,120.00				£ 39,120.00	
ROSS MACARTHUR CONTRACTORS	£ 130,678.03	£ 20,633.62	£ 66,080.66	£ 2,552.25	£ 219,944.56	
SIMPSON BRIDGE PARAPETS & SAFETY FENCING CONTRACTORS LTD	£ 3,844.75				£ 3,844.75	
SIMPSON SAFETY FENCING LIMITED	£ 89,031.14	£ 8,524.64	£ 14,352.64		£ 111,908.42	
STORIE (ARGYLL) LTD.#STOKIDU04001		£ 1,250.00			£ 1,250.00	
TSL CONTRACTORS LTD#CRMUL			£ 1,730.30		£ 1,730.30	
W & M CURRIE	£ 27,067.50	£ 7,370.00	£ 4,765.00	£ 300.00	£ 39,502.50	
W M BUCHANAN LTD AGRICULTURAL/PLANT HIRER & CONTRACTOR			£ 1,850.00		£ 1,850.00	
WJ NORTH LIMITED T/A WJ SCOTLAND ( Road markings)		£ 95,376.12	£ 149,917.04	£ 22,674.80	£ 267,967.96	
Annual Total >	£ 4,170,366.43	£ 2,893,894.48	£ 1,234,471.58	£ 573,152.44	£ 8,871,884.93	
Financial year >	18-19	19-20	20-21	21-22 (to date)	Grand Total	

3.3 The tables below detail all works carried out by Roads and Infrastructure Services on behalf of external bodies over the last three financial years.

ROADS COSTING - EXTERNAL WORKS				
SERVICES DELIVERED BY THE COUNCIL TO EXTERNAL BODIES and ORGANISATIONS.				
Report compiled 4th August 2021			By Financial Year 2018 to present.	
<b>Financial Year 2018-19</b>				
AREA	Customer	Work content / Service .	VALUE of Work	
MAKI	BEAR Scotland	A83 MAINT/EMERG WORK	£	18,913.88
MAKI	McFadyens Contractors	Campltown Grammar - Surfacing	£	11,165.00
OLI	Renewi Ltd ( shared cost)	Moleigh access road - resurfacing	£	13,000.00
OLI	SAMS / Business park	Erection of Signs on A85 Dunbeg	£	7,912.24
OLI	Achnacree Homes	C25 Passing Places - Housing Dev ph1	£	6,150.73
B&C	Bank - Road Bond	Eastlands Road development yr1	£	10,867.46
B&C	Balliemeanoch Breaks	Business Access improvement	£	3,692.33
B&C	Trinity Lane Resurface	Unadopted Road - improvements	£	7,806.57
B&C	Grove Brae Resurface	Unadopted Road - improvements	£	4,451.42
B&C	Bute Estates	Mount Stuart machine surfacing	£	14,267.34
			Total	<b>£ 98,226.97</b>
<b>Financial Year 2019-20</b>				
AREA	Customer	Work content / Service .	VALUE of Work	
MAKI	M & K MacLeod	Mainland housing - surfacing works	£	10,000.00
MAKI	Scottish Canals	A01115 Ardrshaig Marina year 1	£	5,442.00
MAKI	BEAR Scotland	A83 MAINT/EMERG WORK	£	20,758.35
MAKI	M & K MacLeod	Bowmore Phase 3 - SURFACING	£	104,579.66
OLI	McGuogan Construction	Barcaldine Housing Development yr1	£	7,632.89
OLI	Charles Struthers re	Ardmaddy Estate - internal roads yr1	£	3,470.78
OLI	J McLaren Construction	Glenshelach Ind Est - MKM New yard	£	60,334.40
OLI	TSL Ltd	Glengorm Ind Est - small users site	£	44,667.91
B&C	Bank - Road Bond	Eastlands Road development yr2	£	12,140.78
B&C	Bute Estates	Mount Stuart South Lodge - surfacing	£	34,104.04
			Total	<b>£ 303,130.81</b>
<b>Financial Year 2020-21</b>				
AREA	Customer	Work content / Service .	VALUE of Work	
MAKI	Scottish Canals	A01115 Ardrshaig Marina year 2	£	36,558.00
MAKI	BEAR Scotland	A83 MAINT/EMERG WORK	£	63,883.88
MAKI	M & K MacLeod	Emmeravale phase 3 - Islay	£	39,264.00
MAKI	McEachern's Ltd - Islay	New entrance - Earthworks	£	3,176.83
OLI	McGuogan Construction	Barcaldine Housing Development yr2	£	26,835.01
OLI	Charles Struthers re	Ardmaddy Estate - internal roads yr2	£	12,608.48
OLI	Achnacree Homes	North Connel - Housing Dev.	£	52,133.83
OLI	Taychreggan Hotel	Additional Passing Places & entrance	£	4,938.27
OLI	Forestry Commision FLS	Forest accesses MULL - surfacing	£	118,581.55
OLI	Ulva Ferry - House plot	Private access development	£	9,629.23
B&C	Bank - Road Bond	Eastlands Road development yr3	£	30,832.21
B&C	103 Shore Road Innellen	Private access improvement yr1	£	1,220.62
B&C	Bute Estates	Lochend - Mount Stuart	£	26,906.00
			Total	<b>£ 426,567.91</b>
<b>Financial Year 2021-22 (to date)</b>				
AREA	Customer	Work content / Service .	VALUE of Work	
MAKI	BEAR Scotland	A83 MAINT/EMERG WORK	£	15,831.42
OLI	Taychreggan Hotel	Additional Passing Places & entrance	£	20,995.00
OLI	J McLaren Construction	Polvinister Rd Private housing access	£	8,000.00
OLI	Forestry Commision FLS	Forest accesses MULL - surfacing yr2	£	4,183.67
OLI	Dunaros Gardens - Mull	Private Housing Development	£	25,748.96
B&C	103 Shore Road Innellen	Private access improvement yr2	£	3,759.91
			Total	<b>£ 78,518.96</b>
			<b>2018 - 2021(to date) GRAND TOTAL</b>	<b>£ 906,444.65</b>

#### **4.0 CONCLUSION**

- 4.1 This report provides an update to on Roads and Infrastructure activities which have been outsourced to external contractors and works provided to external bodies over the last three financial years.

#### **5.0 IMPLICATIONS**

- 5.1 Policy – the mixed economy model aligns with our operating model which has been reported to Members on a number of occasions and the income streams align with previous budget saving requirements.
- 5.2 Financial – none
- 5.3 Legal – none known
- 5.4 HR – none known
- 5.5 Fairer Scotland Duty: (please refer to guidance on Hub)
- 5.5.1 Equalities - protected characteristics – none known
- 5.5.2 Socio-economic Duty – none known
- 5.5.3 Islands – none known
- 5.6 Risk – none known
- 5.7 Customer Service - none

**Executive Director with responsibility for Roads and Infrastructure Services  
Kirsty Flanagan**

**Policy Lead for Roads and Infrastructure Services  
Councillor Rory Colville**

August 2021

**For further information contact:**

Jim Smith, Head of Roads and Infrastructure Services

## Environment, Development and Infrastructure Committee Work Plan 2021/22

<b>This is an outline plan to facilitate forward planning of reports to the Environment, Development and Infrastructure Committee.</b>				
<b>Date</b>	<b>Title</b>	<b>Service/Officer</b>	<b>Date Due</b>	<b>Comments</b>
2 September 2021	Key Performance Indicators FQ1 2021/22	Customer Support Services	10 August 2021	
	Service Annual Performance Reviews 2020/21	Customer Support Services		
	Update on Capital Roads Reconstruction Programme	Roads and Infrastructure		
	Roads and Infrastructure External Contracts	Roads and Infrastructure		
	Winter Service Policy 2021/22	Roads and Infrastructure		
	Flood Risk Management Update	Roads and Infrastructure		
	Campbeltown Flood Protection Scheme	Roads and Infrastructure		June 2021 - Noted that a paper detailing the full Business Case would be brought back to the Committee in September 2021.
	Tacking Digital Exclusion Top-Up Fund.	Development and Economic Growth		
	Private Sector Housing Grant Update	Development and Economic Growth		
	Transformation Projects and Regeneration Team – Large Scale Project Update Report	Development and Economic Growth		
	Strategic Housing Fund Scrutiny Report	Audit and Scrutiny Committee		Referral from A&S Committee held on 15 June 2021

## Environment, Development and Infrastructure Committee Work Plan 2021/22

<b>Date</b>	<b>Title</b>	<b>Service/Officer</b>	<b>Date Due</b>	<b>Comments</b>
2 December 2021	Rapid Rehousing Transition Plan Annual Update Annual Status and Options Report	Development and Economic Growth Hugh O'Neill	9 November 2021	
	FQ2 Performance Report			
	Draft Service Plans	Sonya Thomas		
	Housing Annual Assurance	Douglas Whyte		
	Staycation	Development and Economic Growth		
	Campbeltown Flood Protection Scheme	Roads and Infrastructure		
<b>Date</b>	<b>Title</b>	<b>Service/Officer</b>	<b>Date Due</b>	<b>Comments</b>
3 March 2022	FQ3 Performance Report	Sonya Thomas	8 February 2022	
	Roads Capital Reconstruction Programme	Roads and Infrastructure – Jim Smith		
<b>Date</b>	<b>Title</b>	<b>Service/Officer</b>	<b>Date Due</b>	<b>Comments</b>
TBC June 2022	FQ4 Performance Report	Sonya Thomas	TBC	
<b>Future Items</b>				
	Shared Prosperity Fund: Argyll And Bute Regional Policy Position	Development and Economic Growth		March 2019 - Agreed that officers come back to a future Environment, Development and Infrastructure Committee meeting to present and seek approval on appropriate criteria and indicators.



## Environment, Development and Infrastructure Committee Work Plan 2021/22

	Roads Resurfacing Scrutiny Review	Roads and Infrastructure Services		December 2019 – Agreed that a report containing an Action Plan would come forward to a future meeting of the Committee
	LED Project Update	Kevin McIntosh		Moved from March 2020 to June 2020. June meeting cancelled due to Covid-19. Removed from September Agenda by Department
	Electric Vehicle Charging Strategy			June 2021 – Further report to be considered at Committee prior to consultation exercise.

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